

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

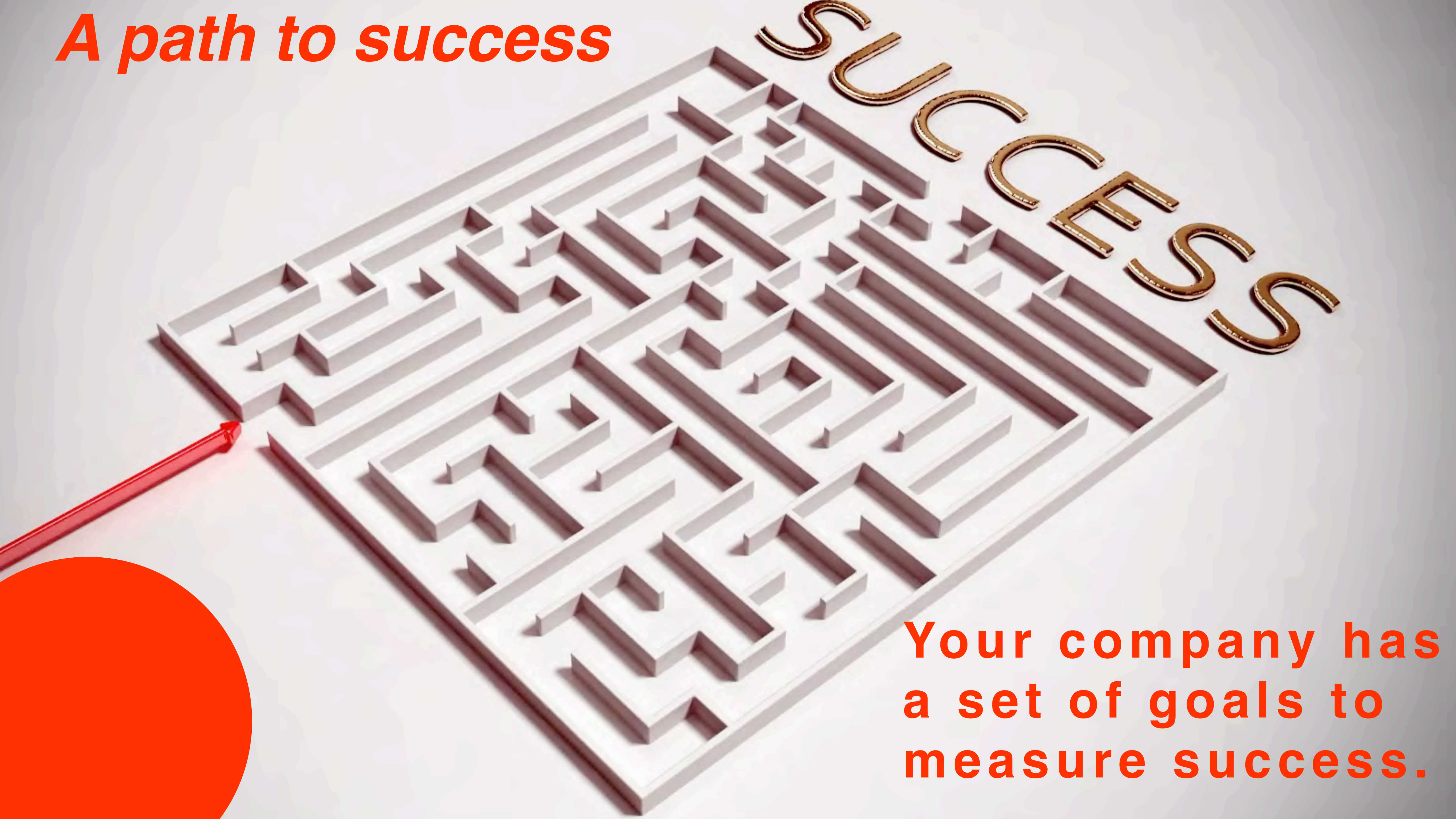
# Agenda



*Eddie LeMoine*



***A path to success***



**Your company has  
a set of goals to  
measure success.**



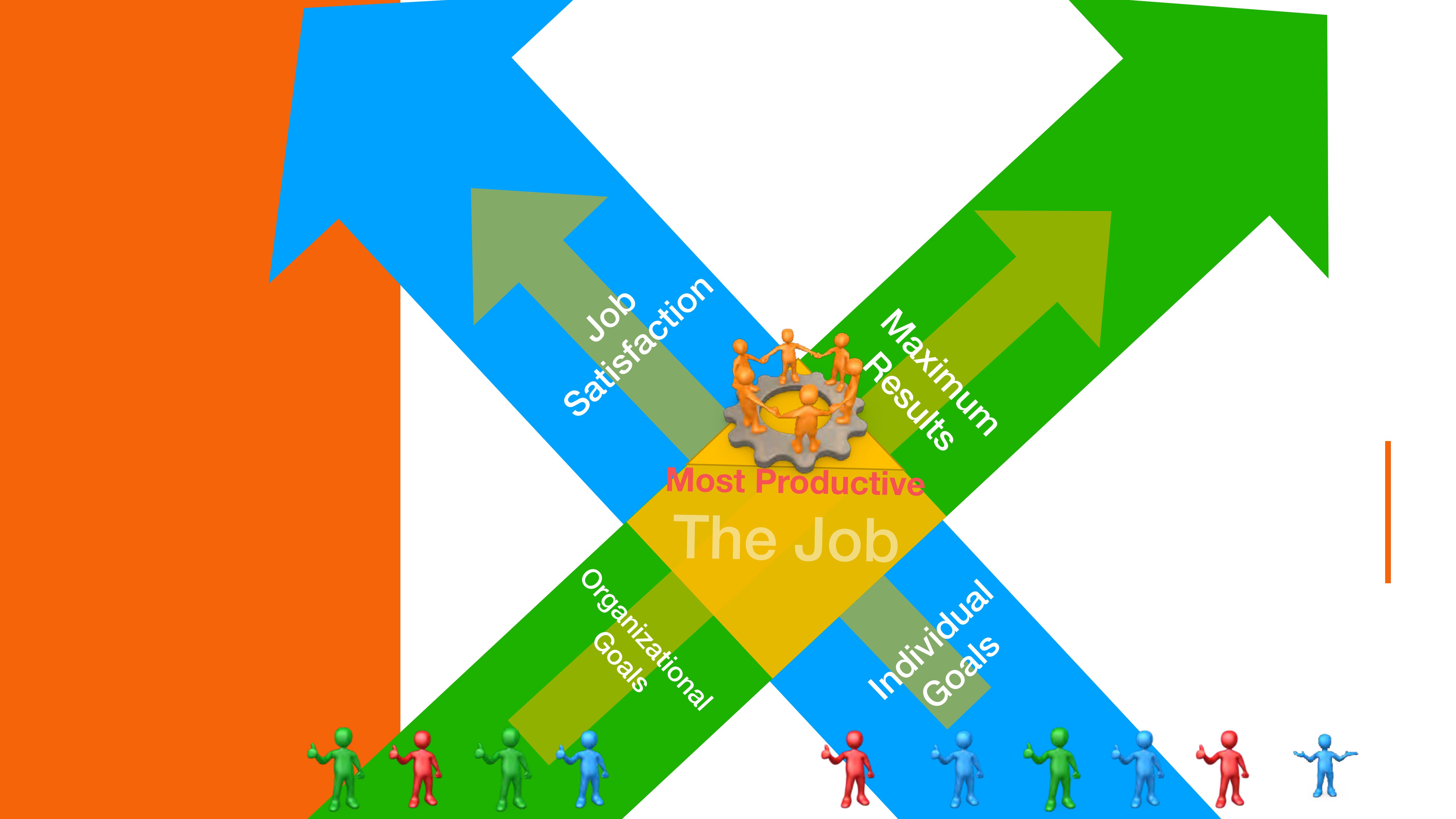
# Path to Success ✓

*Employees are looking for:*

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

**Highly Engaged  
Workforce**







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

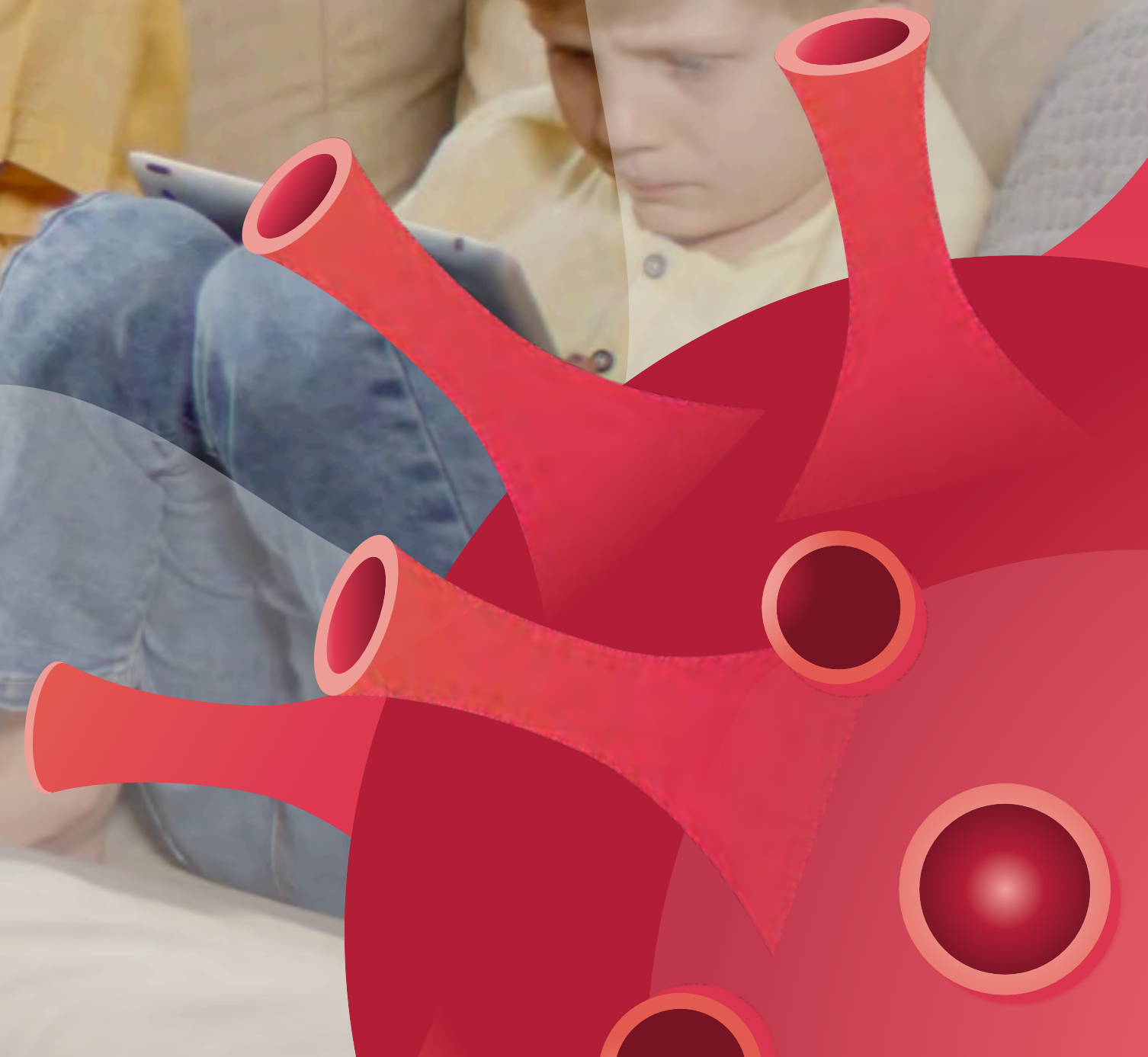
**Drivers of the skills shortages**



# What will work look like after the pandemic.



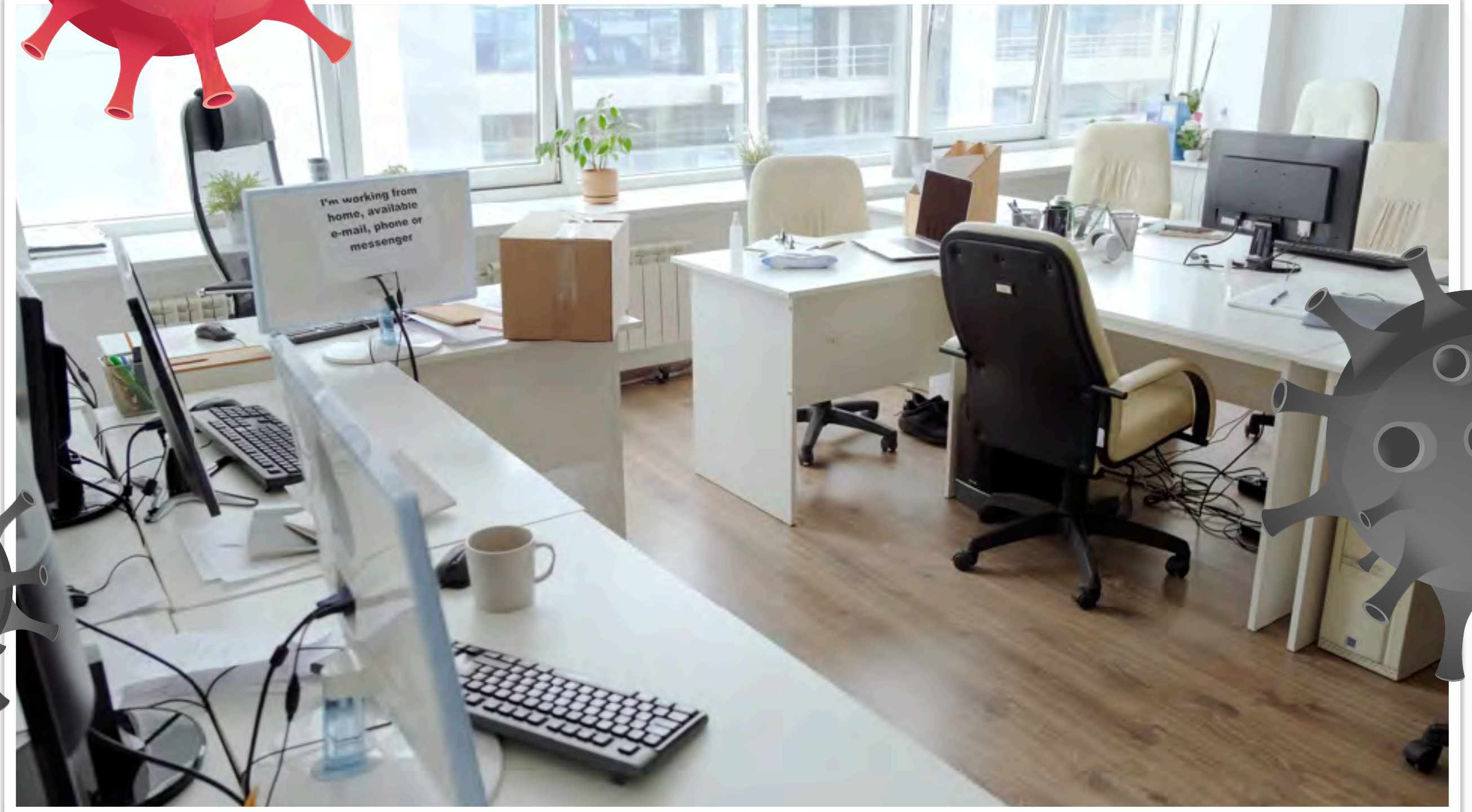
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# It will never go back **to the way** **it was.**

Key Drivers of Change



“

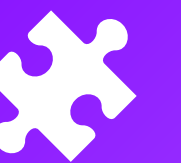
- **Safety**
- **Convenience**
- **Cost**
- **Recruitment**







# Home vs Office







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

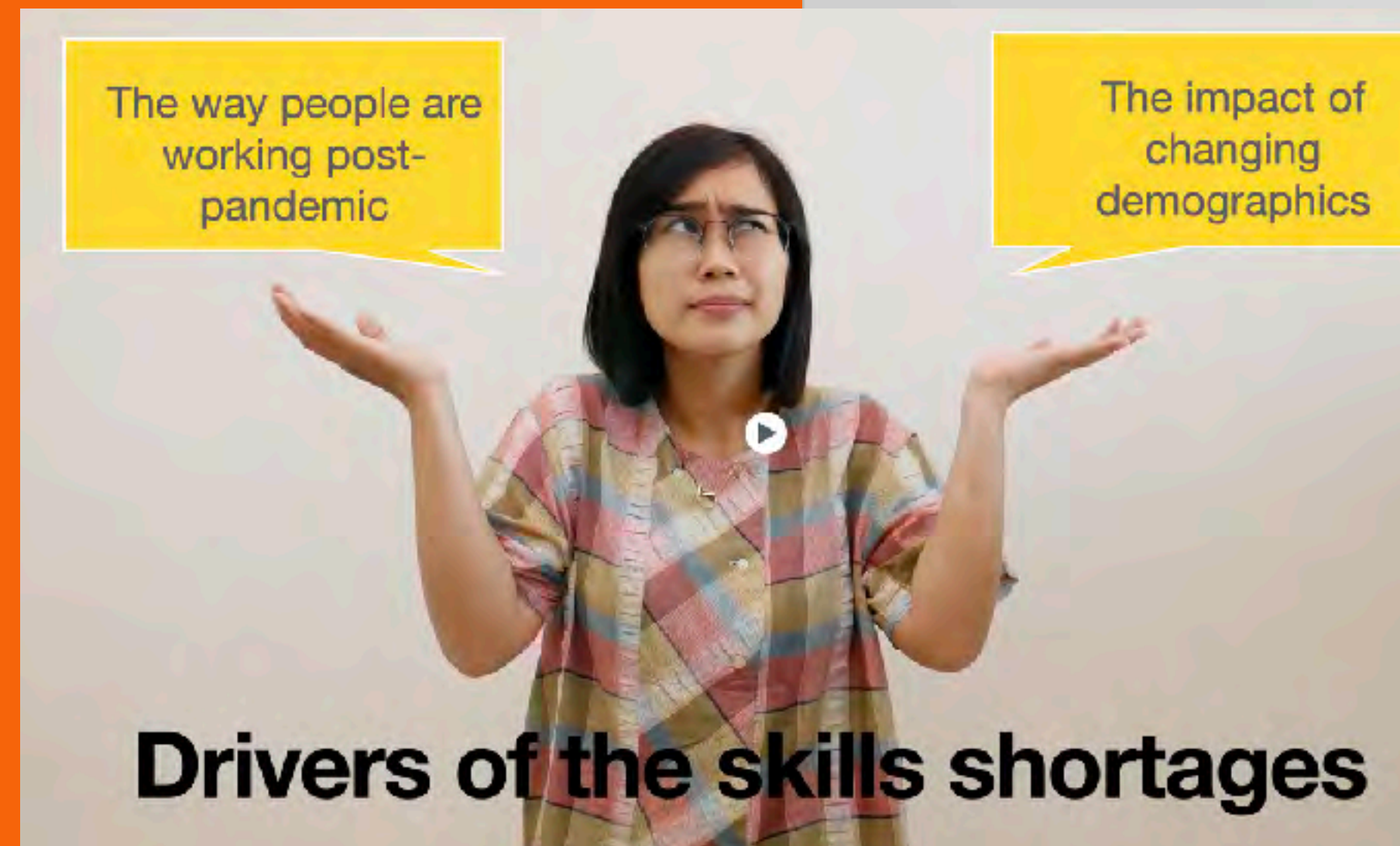


Other industries are coming to get your people.



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





# The impact of changing demographics

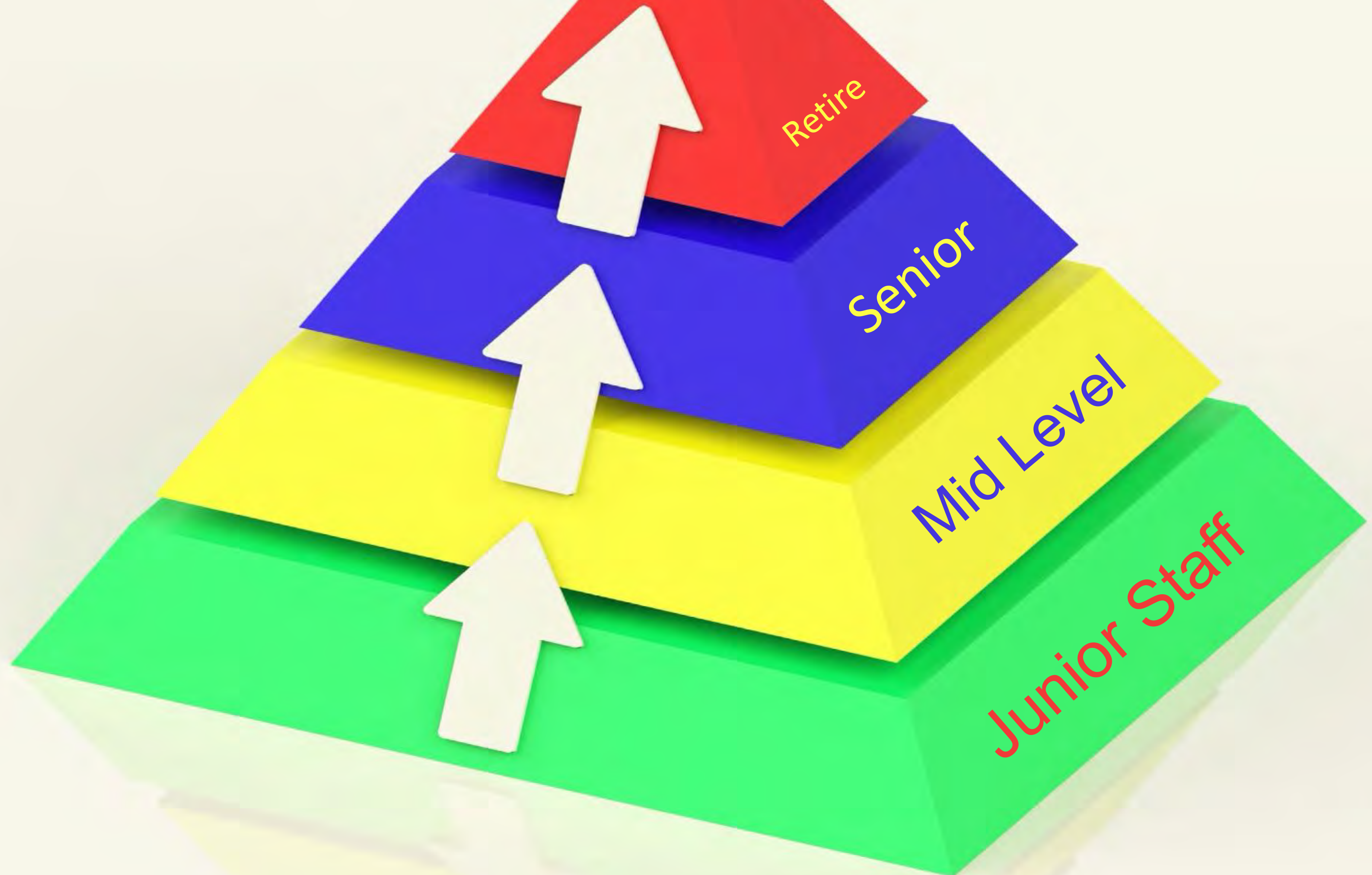


# ✓ The aging population

Where did everyone go?



# The Past 100 Years

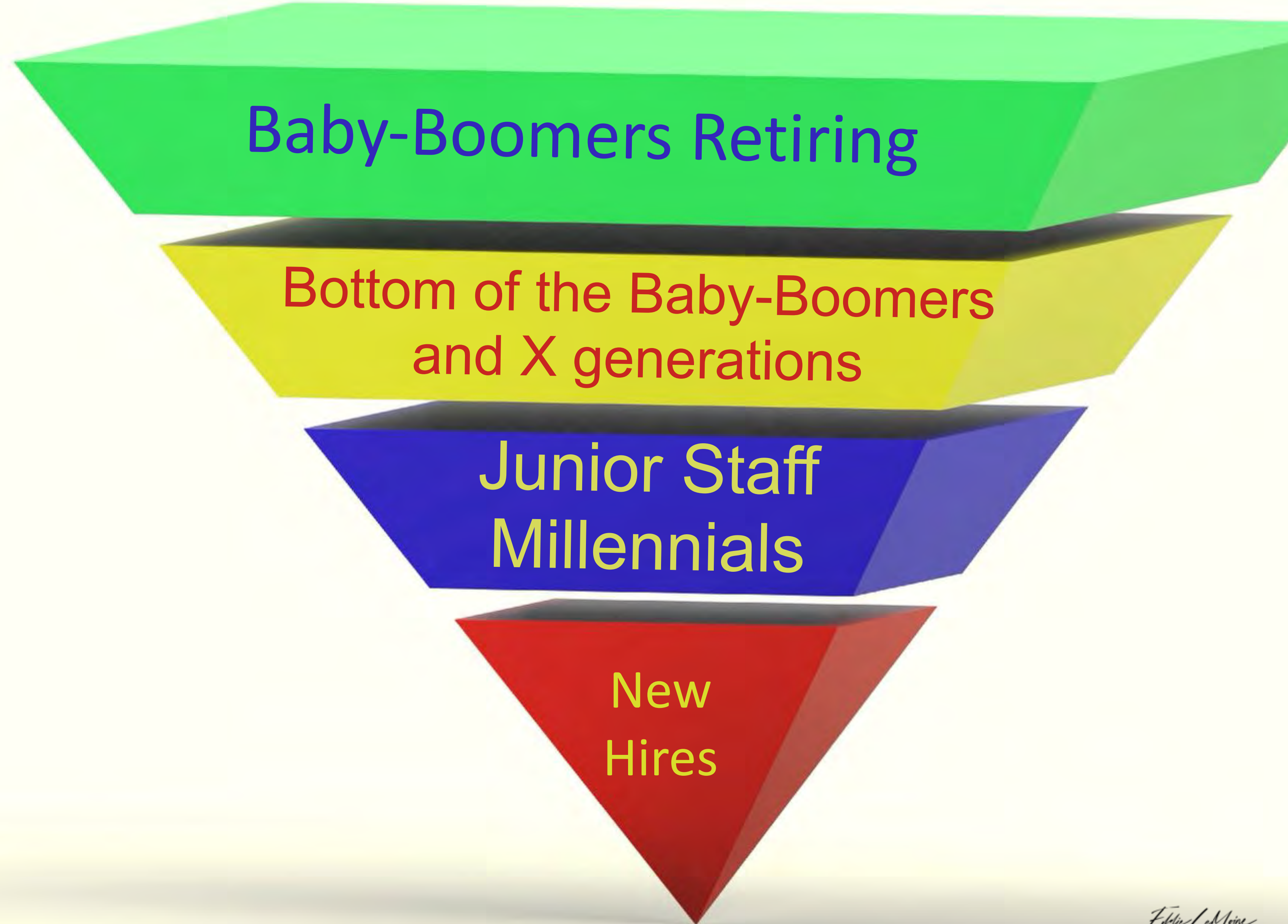


OV  
RIN





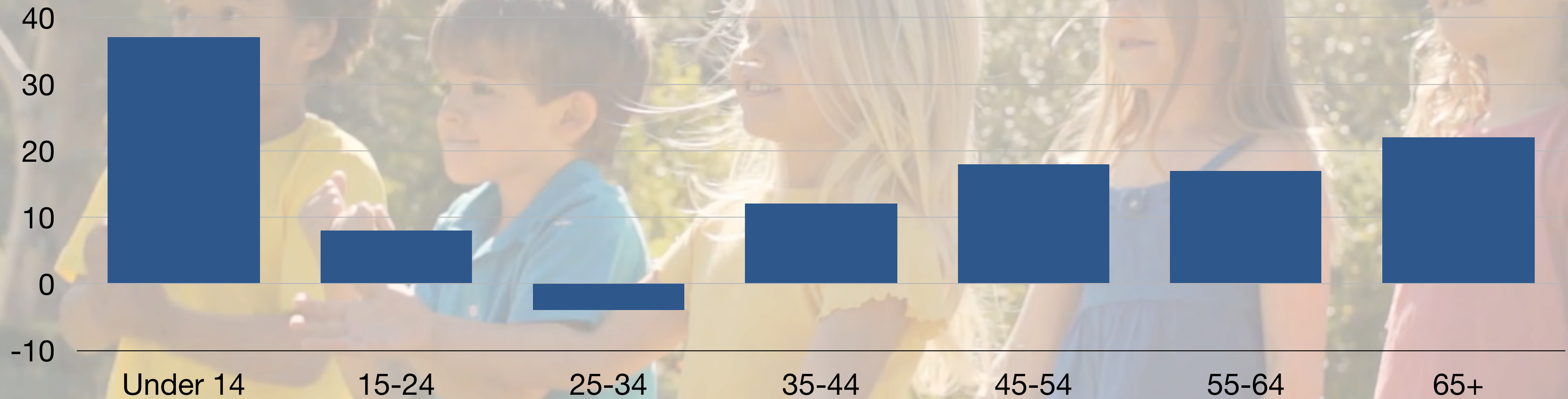
# The Next 10 Years





# POPULATION GROWTH 1950-1960

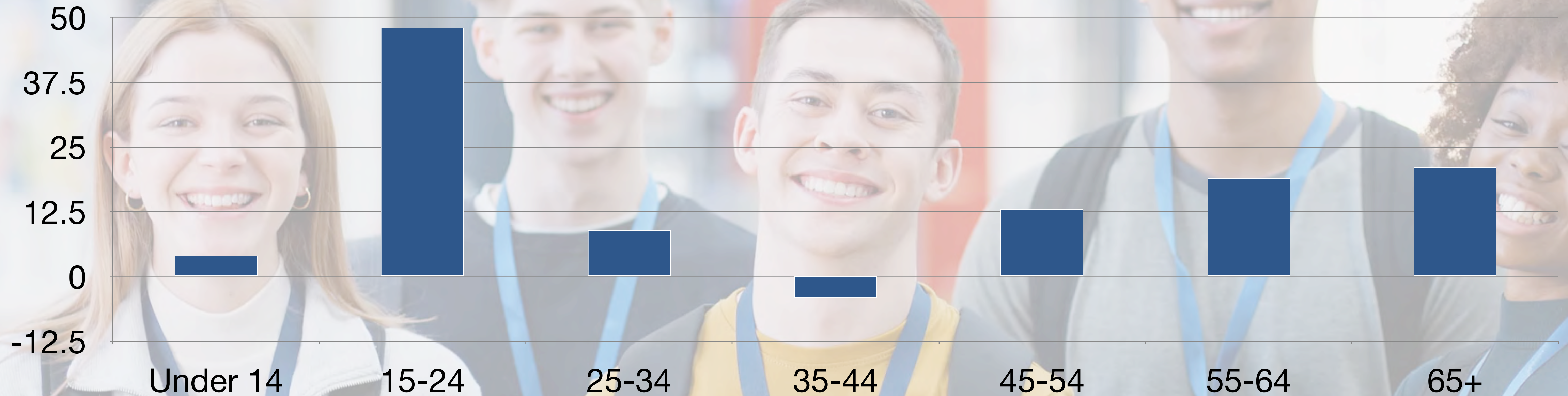
Progression of the Baby Boomers





# POPULATION GROWTH 1960-1970

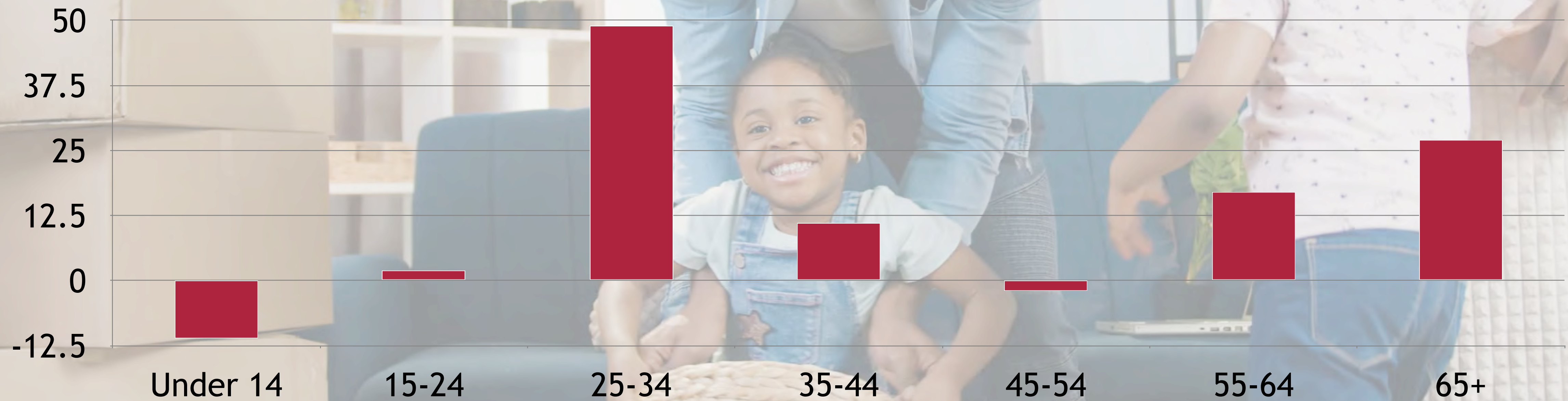
Progression of the Baby Boomers





# POPULATION GROWTH 1970-1980

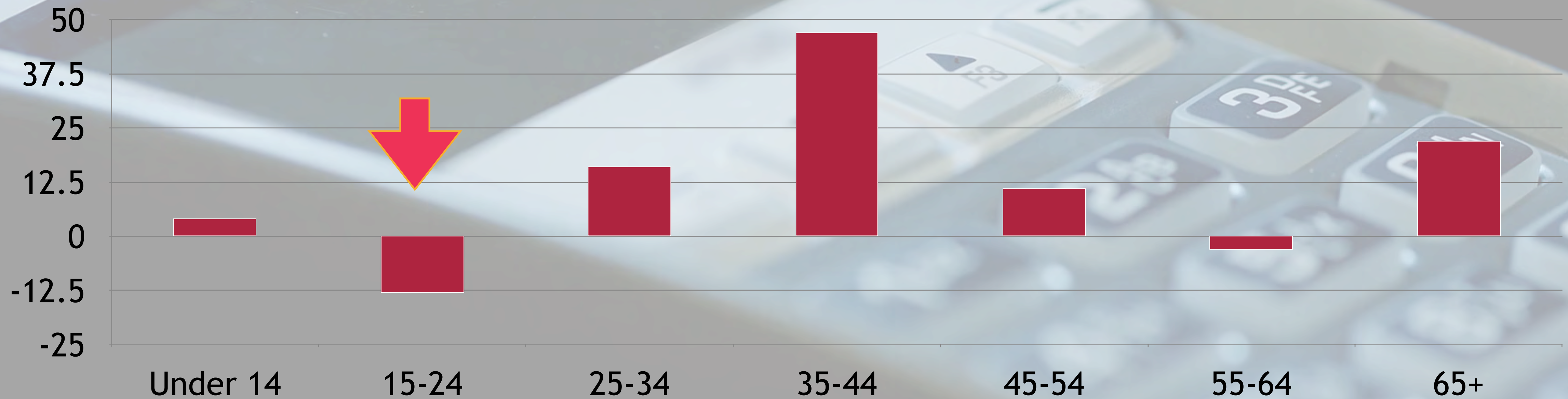
Progression of the Baby Boomers





# POPULATION GROWTH 1980-1990

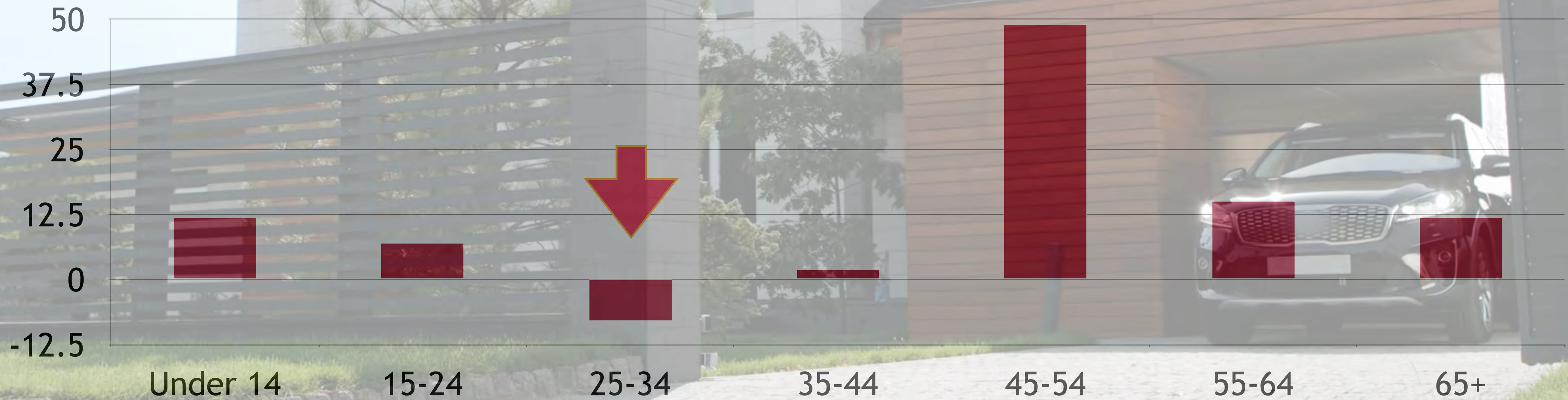
Progression of the Baby Boomers





# POPULATION GROWTH 1990-2000

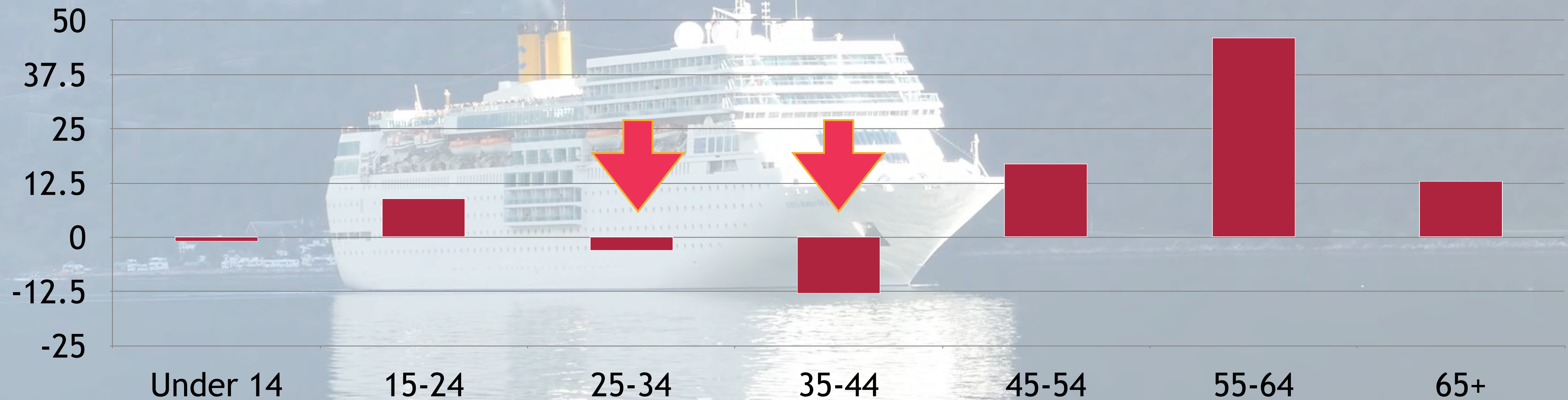
Progression of the Baby Boomers





# POPULATION GROWTH 2000-2010

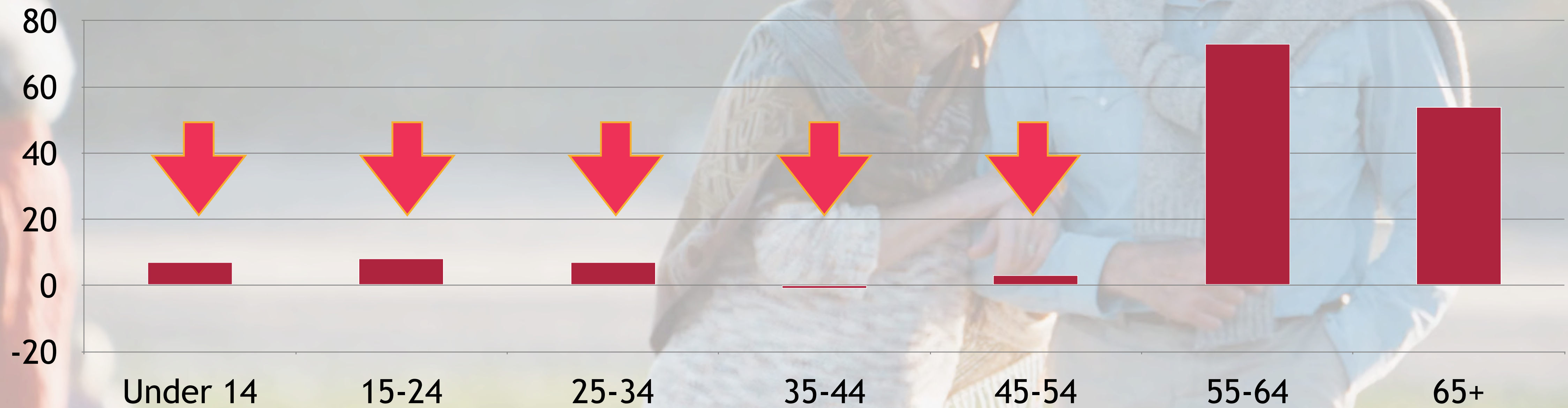
Progression of the Baby Boomers





# POPULATION GROWTH 2010-2020

Progression of the Baby Boomers





	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 6.4 % in Canada and 4.3 % 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 648,000 job vacancies last quarter in Canada and 8,200,000 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.





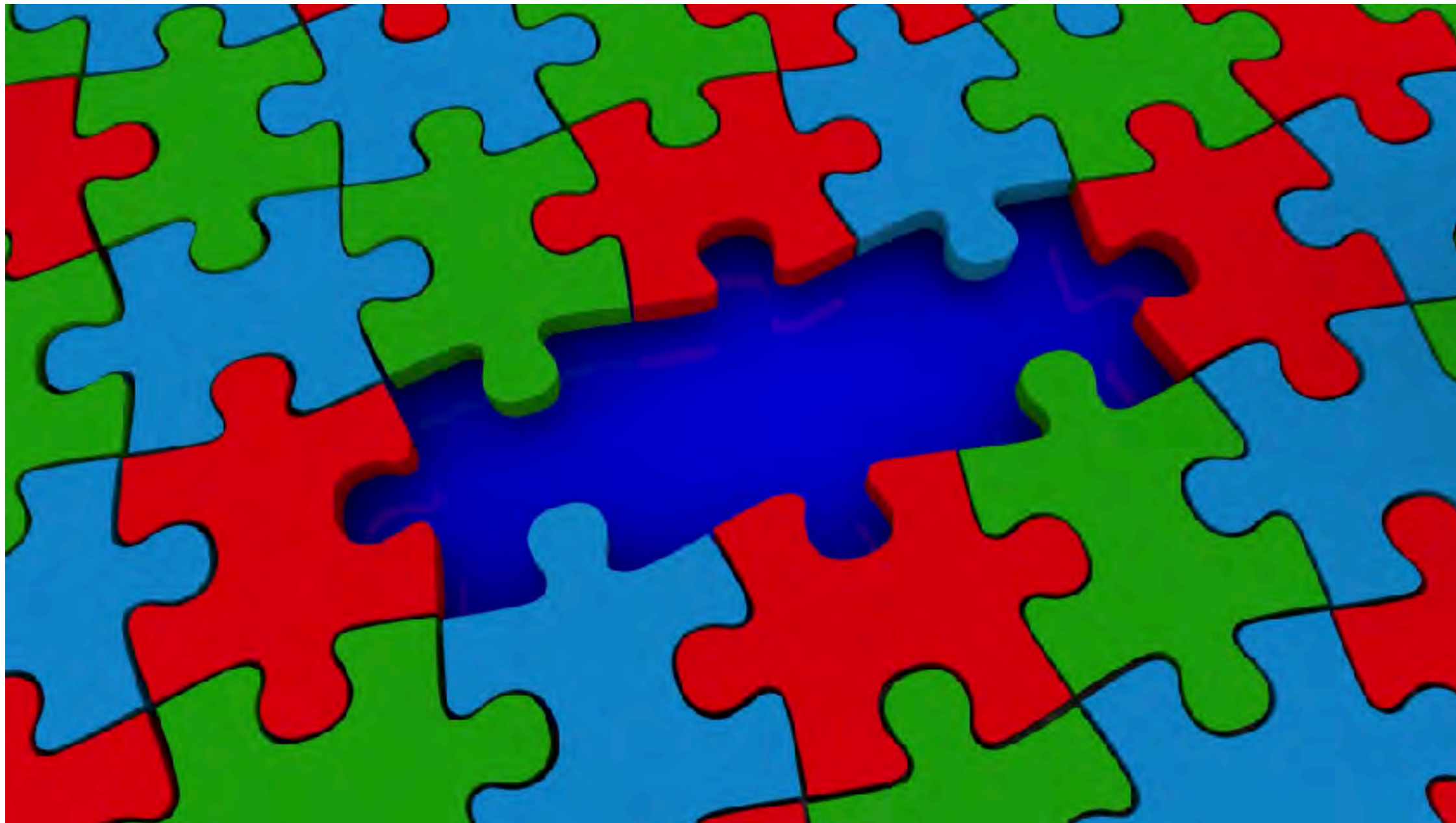
The background features a large, semi-transparent blue circle on the left side, which contains a table of financial data. The table has several rows with values in millions (M) and percentages (%). Overlapping this circle are three smaller, solid-colored circles in shades of yellow and gold. The main title 'What can we do?' is positioned to the right of these circles.

# 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



2008  
Downturn

Financial data visible in the background:

Value
2.9M
3.393M
161.742M
3.37M
240.496M
4.78M

Percentage indicators visible on the left:

- 0%
- 00
- 7%



# 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. 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 dark metal trusses and many small, bright lights. The background is slightly out of focus.

# What is **Engagement**





## Telling Style of Leadership

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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.

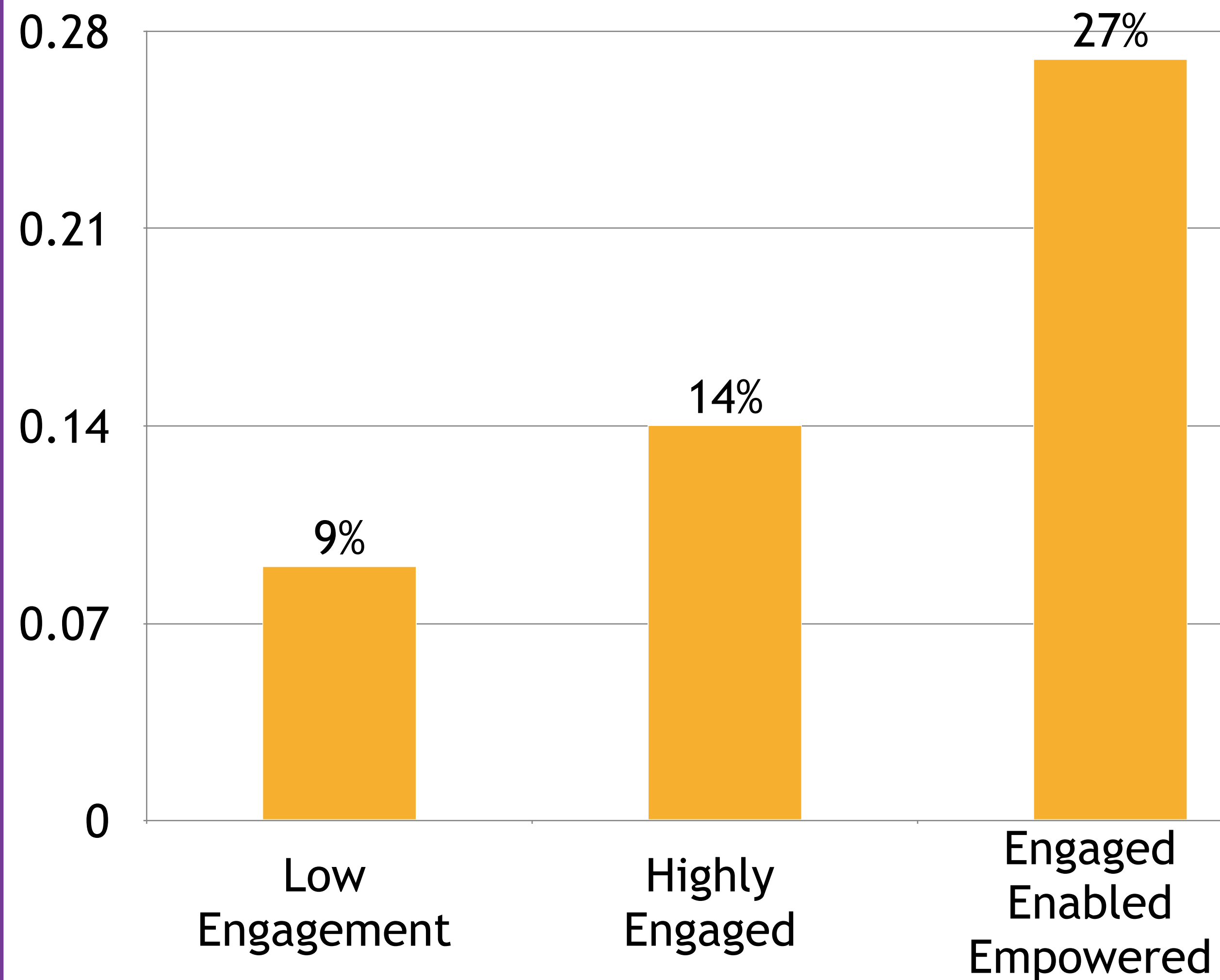


Everyone wins


# 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

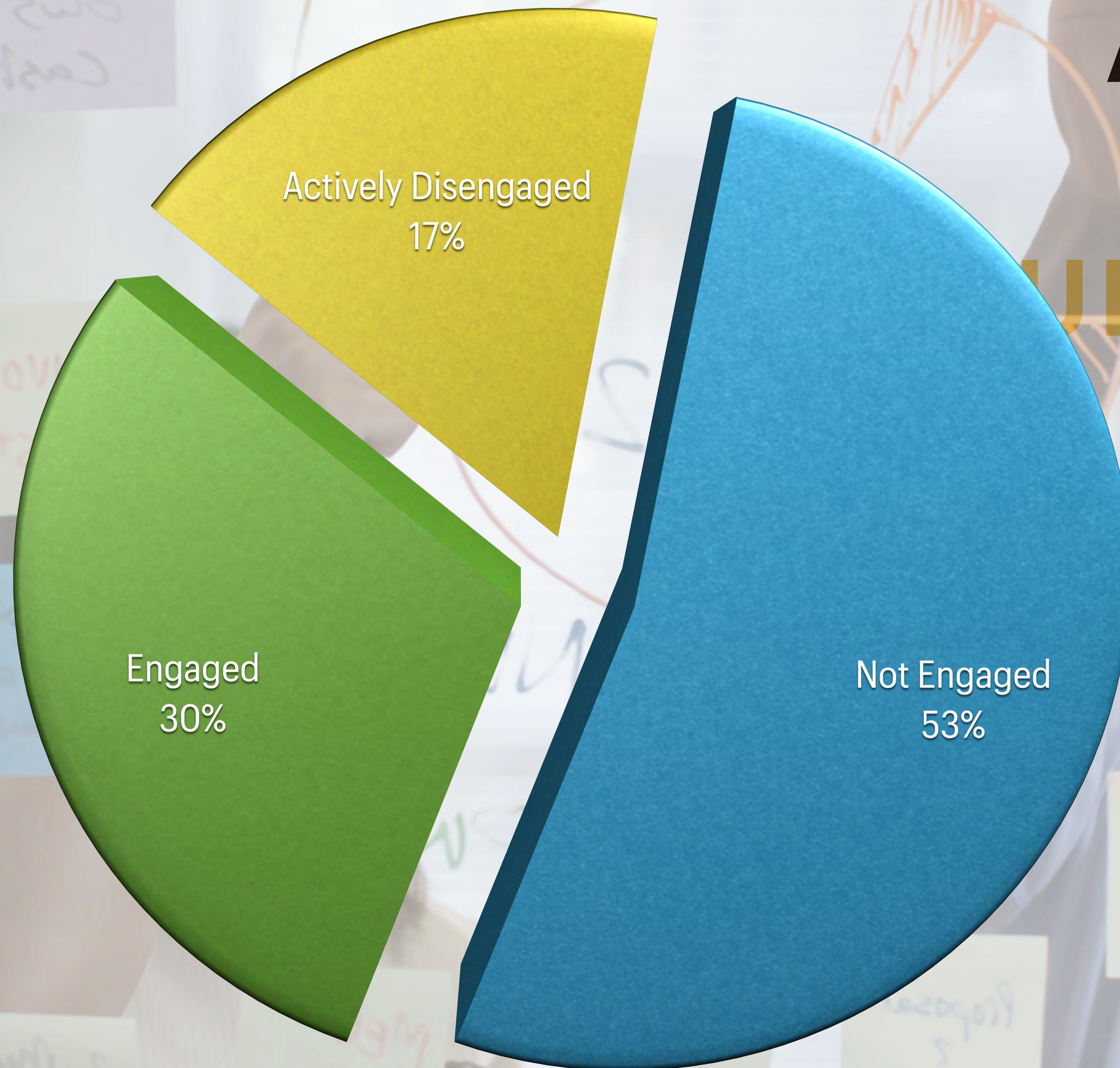


# ABOUT THE NUMBERS





# ABOUT THE NUMBERS





# The Benefit and Cost of Leading an Engaged Team



**\$.90**

Engaged 30%  
60% of productivity



**\$.70**

Disengaged 53%  
60% of productivity



**\$.50**

Actively disengaged 17%  
-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?





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Can We Do  
More With  
Less?





Should we be  
looking at  
technology?



A man in a white lab coat and a woman in a black leather jacket are interacting with a large, white, humanoid robot. The man is pointing at the robot's arm, and the woman is looking at it with a smile. The background is a blurred, futuristic interior with warm lighting.

# 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



*Eddie LeMoine*  
PROFESIONAL SPEAKER



# Three steps to closing the engagement gap

Know them



*Eddie LeMoine*  
PROFESIONAL SPEAKER



# Getting to Know them

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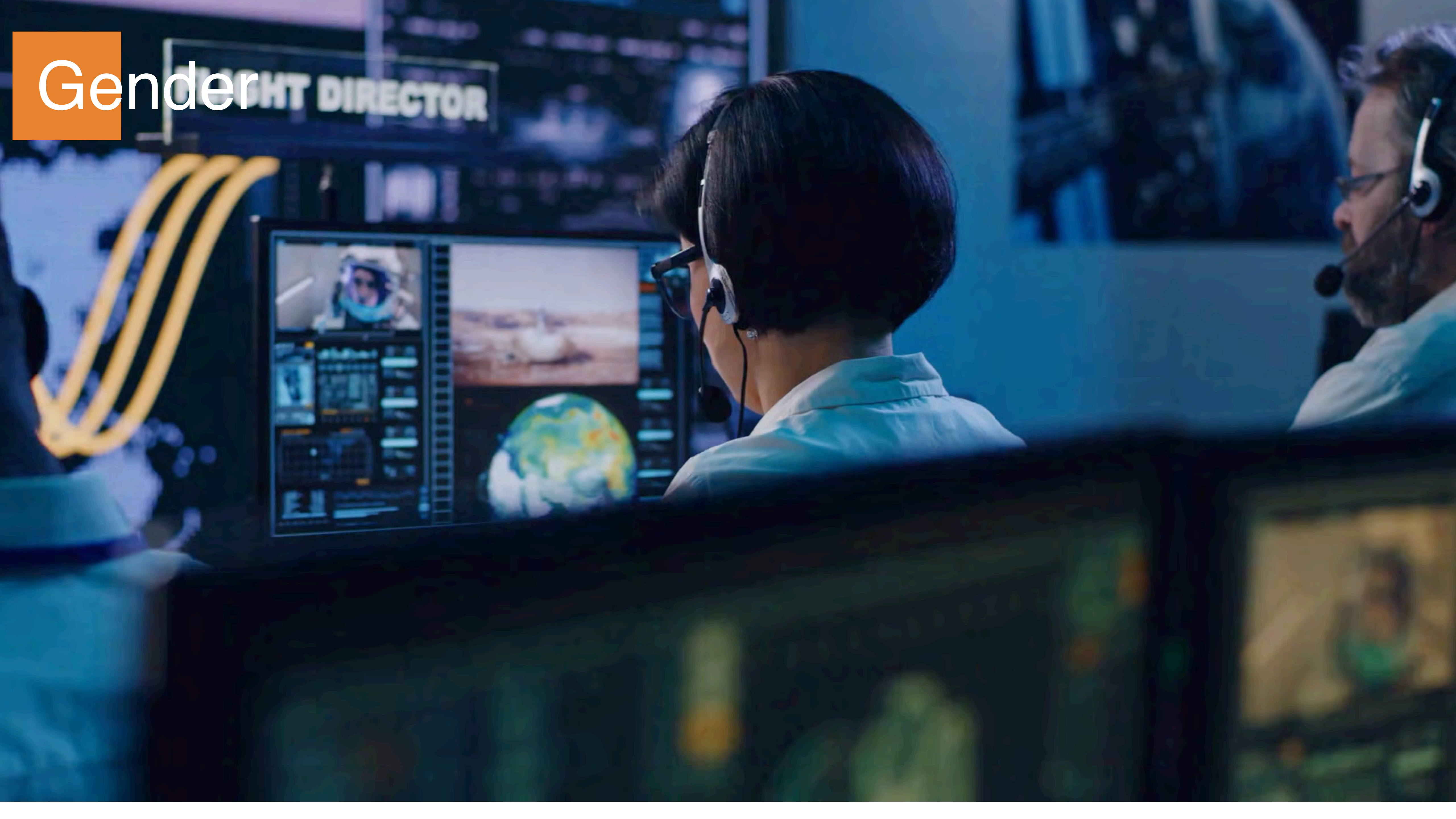
Gender  
Culture  
Age





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**

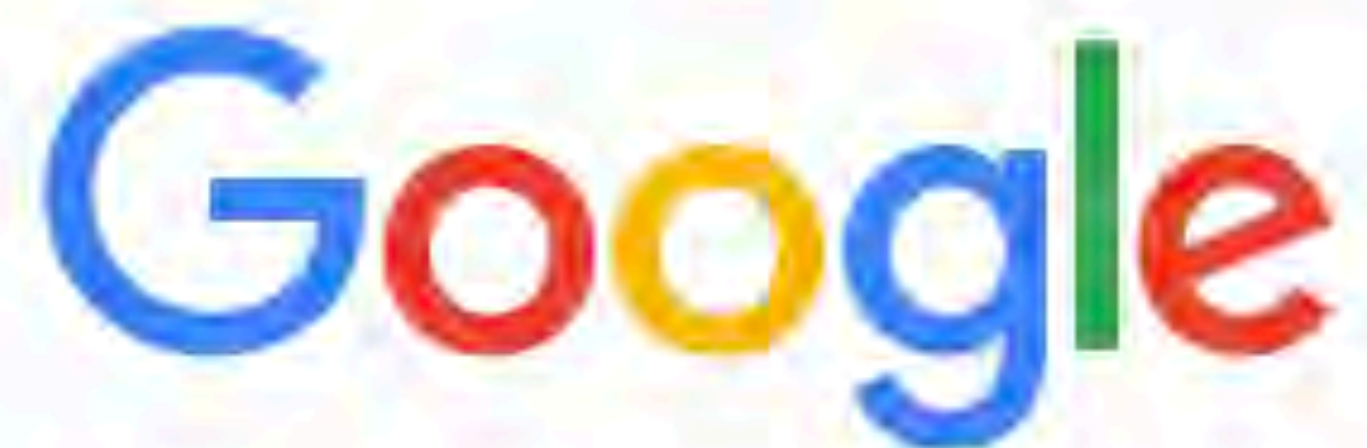
why are they **called** the baby boomers

Google Search

I'm Feeling Lucky

[Report inappropriate predictions](#)





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 (1979-1995)

### *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 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**





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



*Resilient Leadership*






*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

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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

THANK YOU



# THANKS

Eddie LeMoine

Q

&

A