

Attracting & Retaining a Skilled Workforce



Let's connect:
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Welcome Take notes. Ask questions. Let's make this interactive.

Agenda



Engaging the Modern Workforce: *Finding, Keeping, and Inspiring Talent*

Why



The Why

- What is the Labour Market Trends
 - Impact of the aging demographics
 - Remote work post-pandemic
 - Scare the BERGEEBERS out of you

How



The How

- Employee engagement
 - Attraction and retention
 - Capacity building
 - Five generations in the workplace

The reasons why people join, stay and leave

Eddie
LeMoine

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Employee Engagement

It's not that way for
everyone

Trends Shaping the Workforce Landscape.



Where are we heading with the current skills shortage?



A woman wearing a yellow hard hat, a red t-shirt, and blue overalls stands in a bright, modern office hallway. She is gesturing with her hands as if speaking. The hallway has large windows on the left and a polished floor. Two yellow speech bubbles are overlaid on the image, containing text about post-pandemic work and demographics.

The way people are
working post-
pandemic

The impact of
changing
demographics

Drivers of the skills shortages

What will work look like after **in the future.**

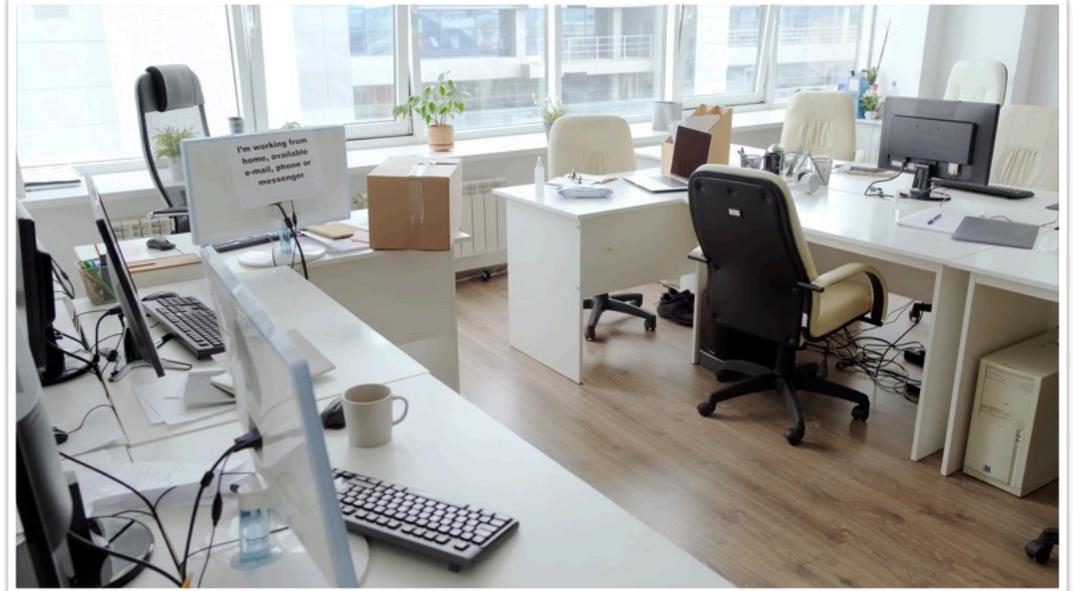


“



It will never go
back to the way
it was.

Key Drivers of Change



“

- Safety
- Convenience
- Cost
- Recruitment

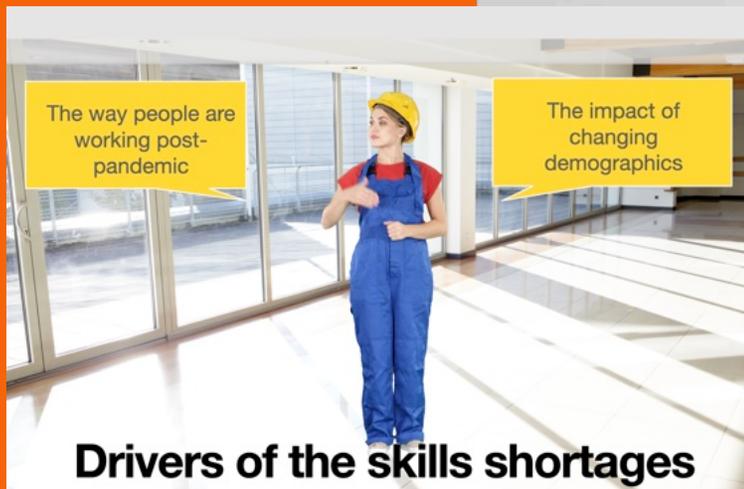




Home vs Office



The impact of changing demographics





✓ The aging population

“AI is transforming entry-level roles. Many tasks that previously trained juniors are now automated, posing new challenges for developing future senior talent.”

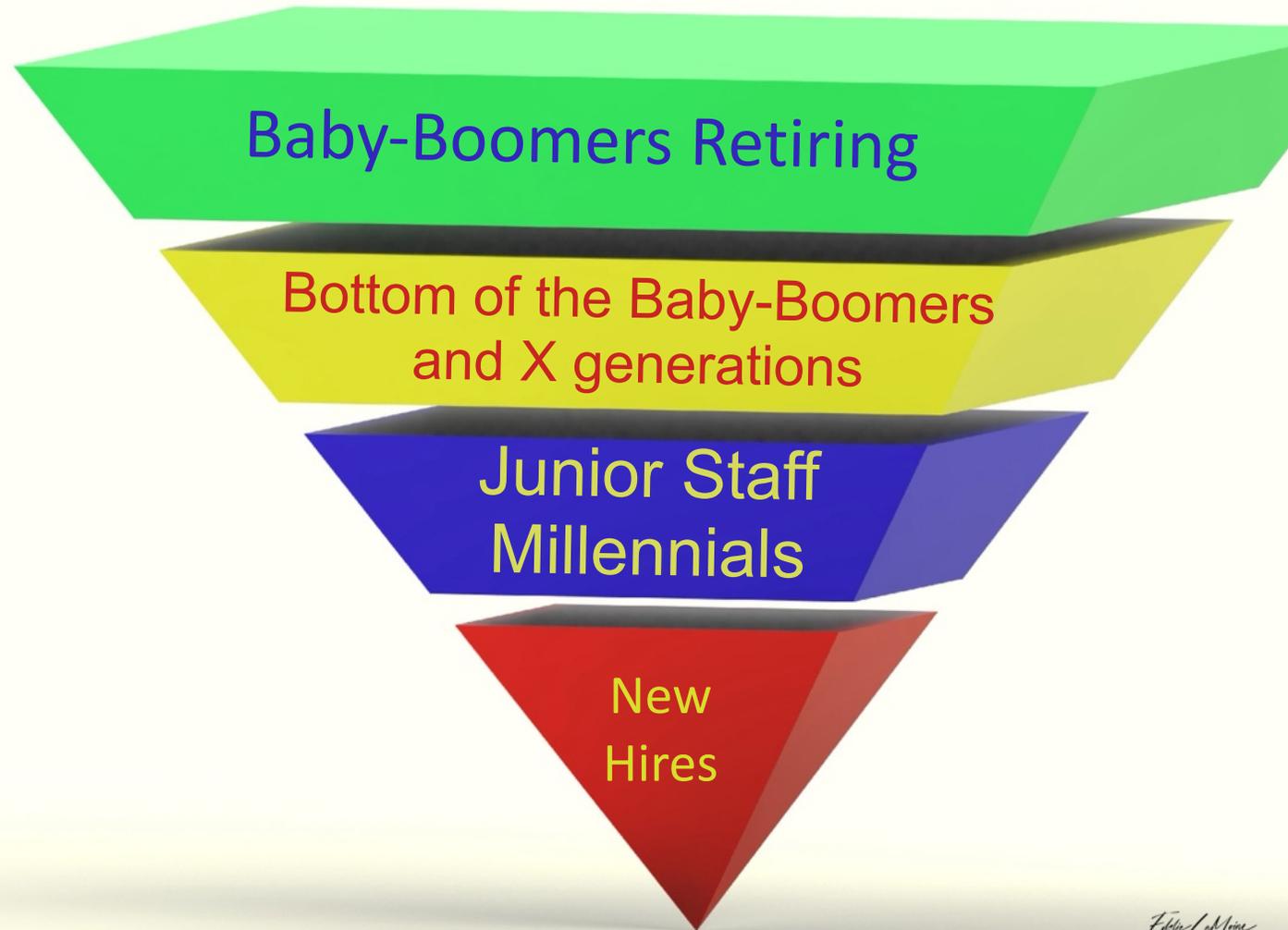
Where did everyone go?



The Past 100 Years



The Next 10 Years



1970

Under 15

6,433,000 X GEN

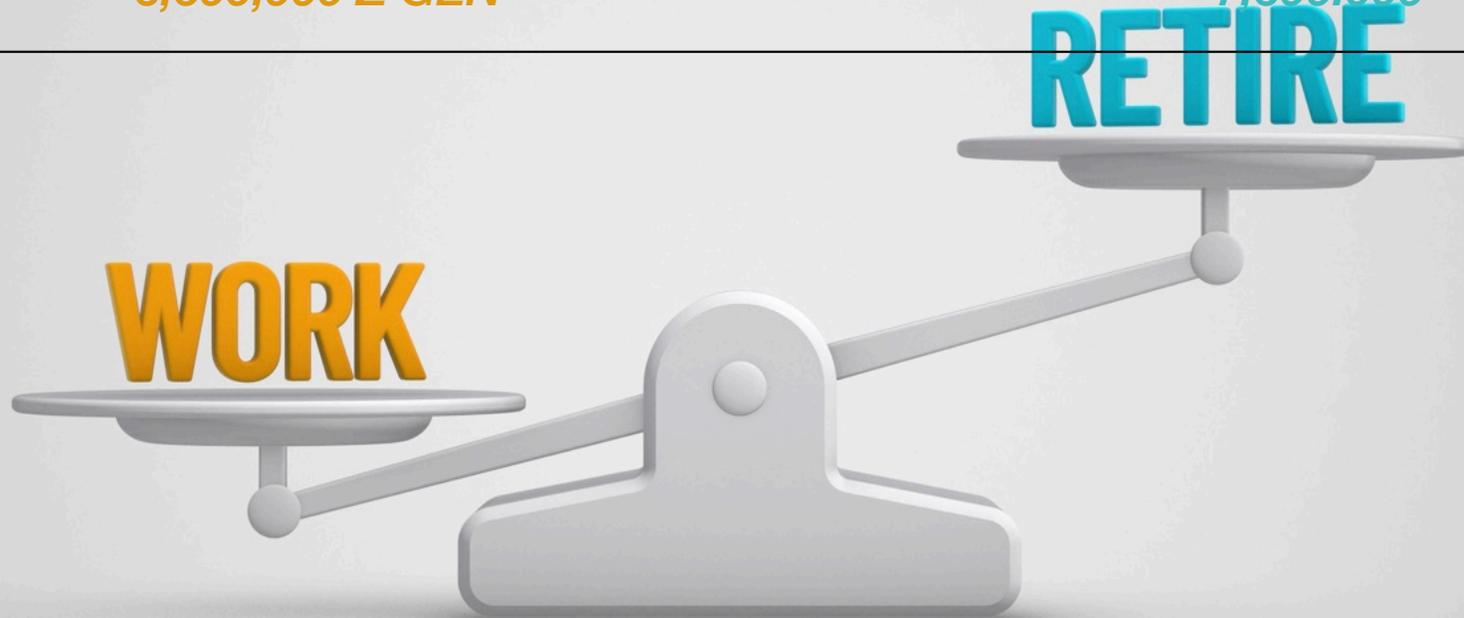
Over 65

1,724,000

2024

6,600,000 Z GEN

7,600,000



No Better Time To Be Working

The aging population



*“Did you know that by 2030, **one in four Canadians will be aged 65 or older**? This demographic shift not only reshapes our communities but also intensifies the demand for skilled professionals, especially in healthcare, to support our aging population.”*

This year, approximately 10,500 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 7.1% in Canada and 4.2% 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 524,300 job vacancies last quarter in Canada and 7,400,000 in the US.



“Shift in hiring patterns: firms competing harder for mid-career talent while overlooking new grads, risking a pipeline gap in 3–5 years.”

What can we do?

- Diversity
- Employee Engagement
- Technology and Automation





"Diversity, Equity, and Inclusion are essential to solving Canada's labour shortages. Immigrants drive nearly 100% of our labour force growth, and they already make up 36% of our physicians, 33% of business owners, and 41% of engineers—showcasing the critical role diverse talent plays in building our economy."



**Why is
employee
engagement
critical now.**



Engaged=Discretionary Effort

Employee
Engagement

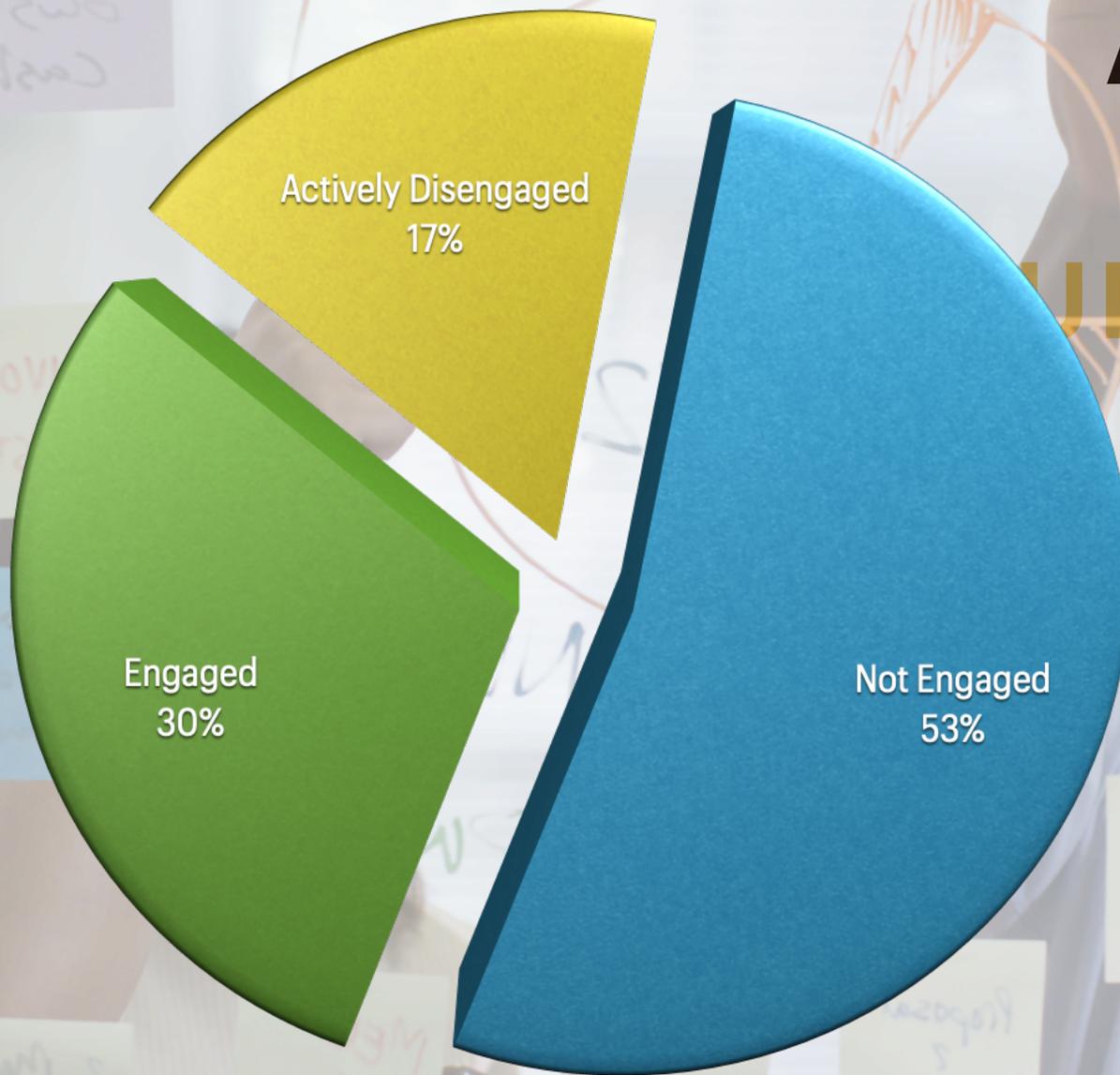
Inclusion and co-creation

- 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.

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 30%
60% of productivity

\$.70

Disengaged 53%
60% of productivity

\$.50

Actively disengaged 17%
-20% of productivity

Two-Week Empower & Drain Challenge

(Inspired by Marcus Buckingham)



Daily Reflection Form

| Date: _____ |

| Day #: _____ |

Task/Activity	Empowers Me (E)	Weakens Me (W)
_____	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>

Instructions:

1. At the end of each day, reflect on your tasks.
2. Write down your key activities and mark whether each task:
Energized (E) you or
Weakened (W) you.

Review your patterns at the end of the two weeks to understand what empowers and drains you.



\$.90

Engaged 30%
60% of productivity

\$.70

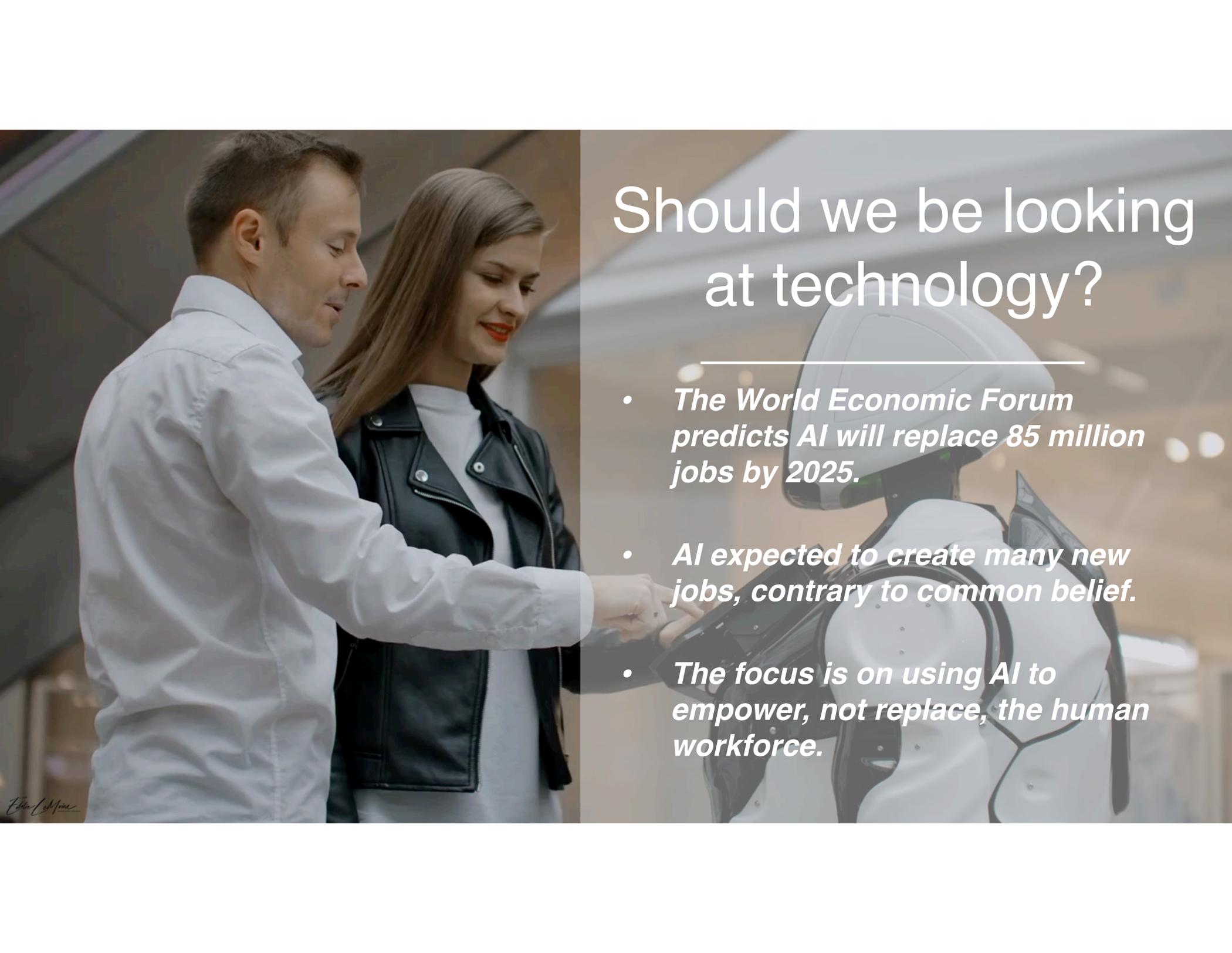
Disengaged 53%
60% of productivity

\$.50

Actively disengaged 17%
-20% of productivity



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 high-tech environment. The robot is white and black, with a large head and a body that looks like a car. The background is a blurred industrial or laboratory setting.

Should we be looking at technology?

- *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.*

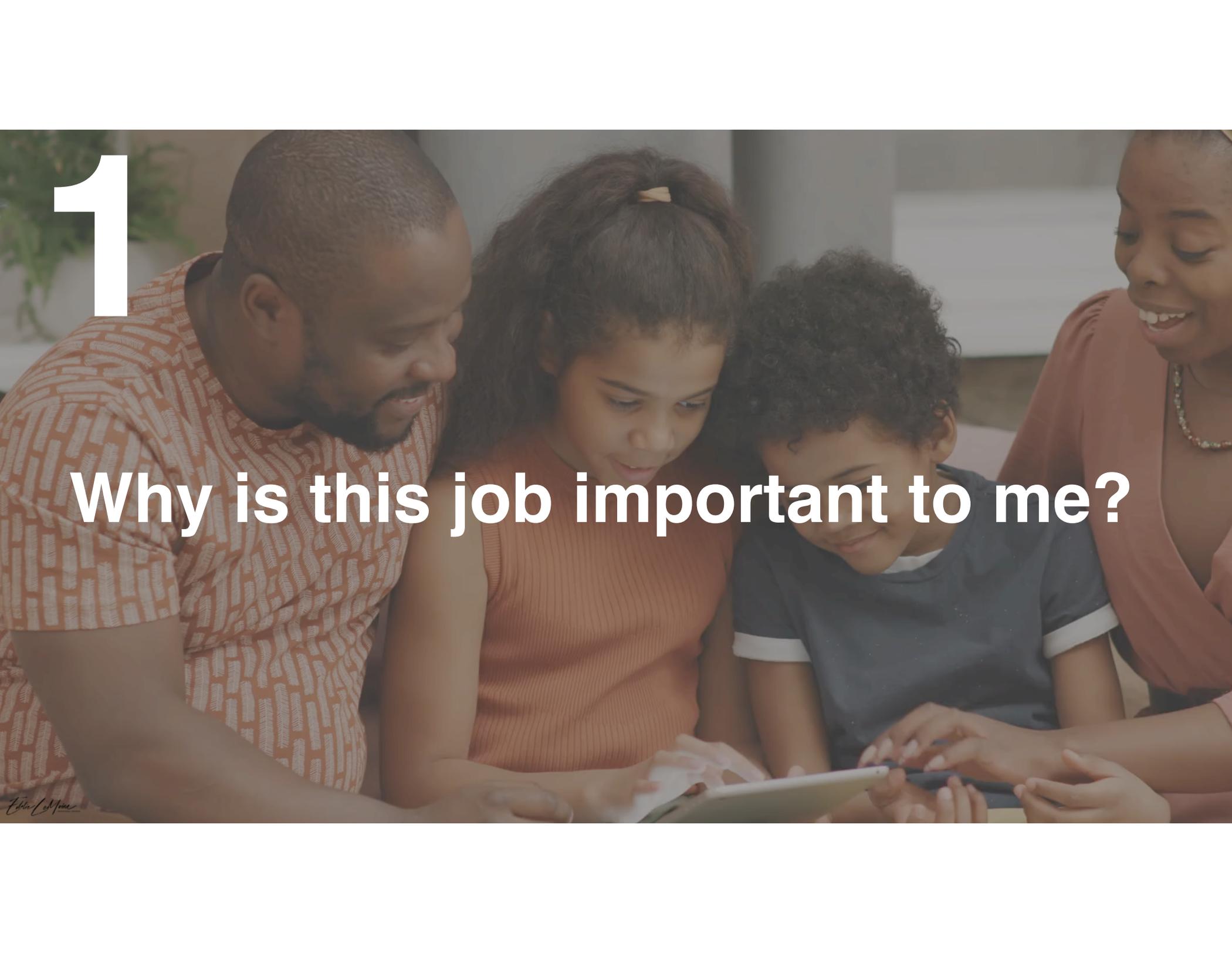
AI + The Talent Pipeline

- *AI is replacing many entry-level tasks (reconciliations, testing, fundamental analysis).*
- *This reduces the traditional “training ground” for juniors.*
- *Firms are tempted to hire only experienced staff.*
- *Risk: no juniors → no seniors in the future.*
- *Solution: Redesign entry roles to have juniors supervise AI outputs, focus on client analysis, and learn judgment earlier.*

Three questions all employees ask.



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

A photograph of a family of four—a father, a mother, and two children—gathered around a tablet computer. They are all looking at the screen with interest and focus. The father is on the left, wearing a patterned orange shirt. The mother is on the right, wearing a pink top. The two children, a girl and a boy, are in the center, looking at the tablet. The background is softly blurred, showing a home interior.

1

Why is this job important to me?

John Doe

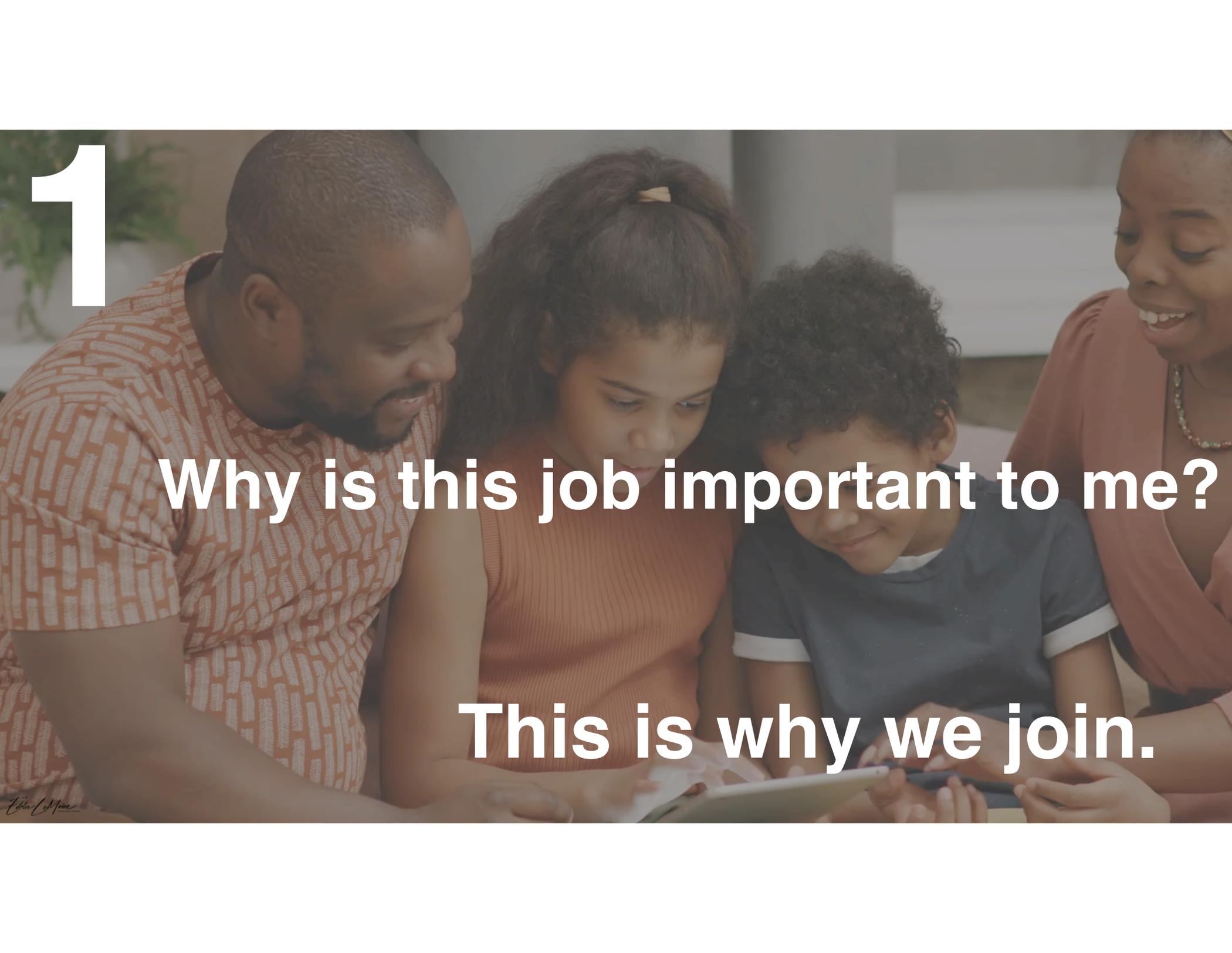
2

Who am I going to be working with?

Foto di Anna

3

What am I going to be doing?

A photograph of a family of four—a man, a woman, and two children—gathered around a tablet computer. They are all looking at the screen with interest and focus. The man is on the left, wearing a patterned orange shirt. The woman is on the right, wearing a pink top. The two children are in the center, one wearing a blue shirt. The background is softly blurred, showing a home interior with a plant and a white wall. A large white number '1' is overlaid in the top left corner.

1

Why is this job important to me?

This is why we join.

2

Who am I going to be working with?

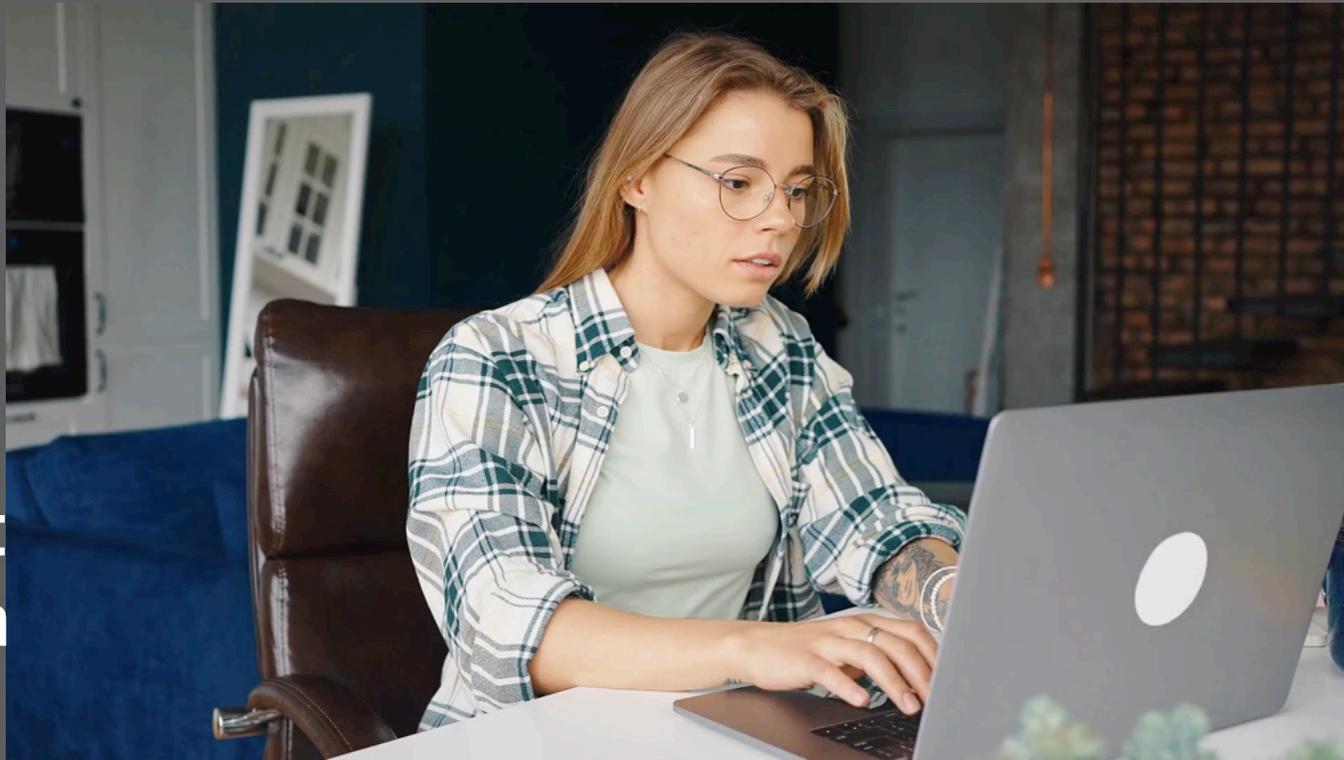
This is why we stay

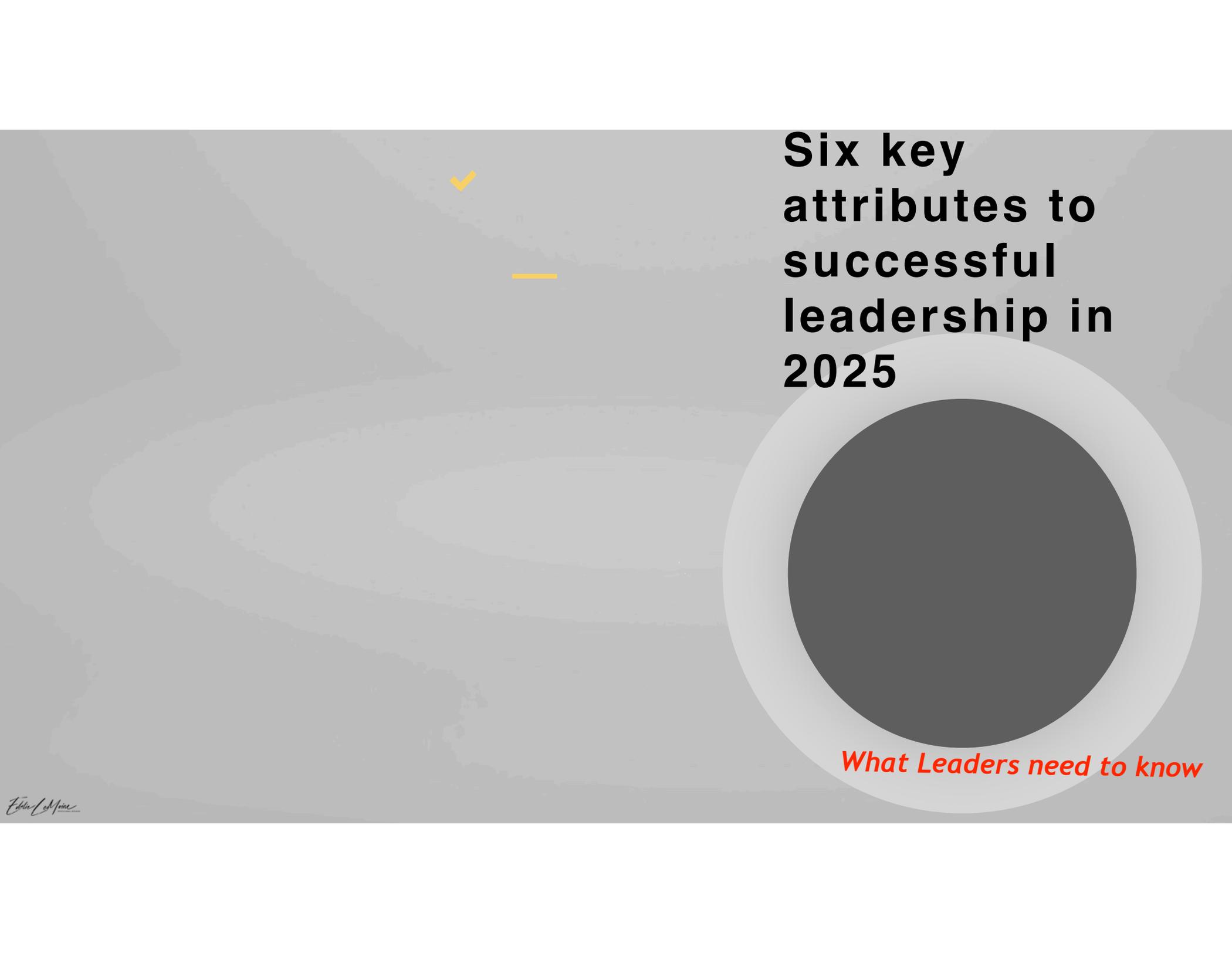
3

What am I going to be doing?

This is why we leave

“For new graduates, attraction depends on clear pathways to growth. If firms remove entry opportunities, we risk disengagement before careers even begin.”





**Six key
attributes to
successful
leadership in
2025**

What Leaders need to know

Adaptive Thinking

1

- Pivot fast
- Embrace change
- Turn disruption into advantage



Emotional Intelligence

- Read the room
- Lead with empathy
- Build trust

Strategic Workforce Development

3

- Grow talent
- Upskill continuously
- Retain your best
- Rebuild the junior ladder:
pair AI with human oversight,
mentorship, and career
development.



Inclusive Leadership

4

- Diverse voices
- Equal opportunities
- All belong



Tech Fluency & AI

5

- Harness AI
- Boost productivity
- Free human potential

Purpose-Driven Leadership

6

- Clear mission
- Values in action
- Inspire commitment

The future of work belongs to those who inspire and engage.

In Closing

Understand evolving employment trends, adapt to the modern workplace, and recognize that traditional management methods no longer work effectively.

Focus on the key factors influencing talent decisions:

- Why people join your organization.
- Why they stay with your organization.
- Why they leave your organization.

Prioritize these three pillars for success:

1. Diversity – Embrace inclusion to access a broader talent pool.
2. Technology – Leverage innovation to enhance efficiency and adaptability.
3. Engagement – Foster a motivated and committed workforce.

“Don’t hollow out your workforce. Winning firms attract new grads, teach them to partner with AI, and build the senior leaders of tomorrow.”





Thank You!

Eddie LeMoine Presentation Evaluation Form

Please circle one number for each item (1 = poor, 5 = excellent)

Date: _____

Criteria	Rating (circle one)
Speaker's knowledge of the topic	1 2 3 4 5
Clarity & organization	1 2 3 4 5
Engagement & presentation style	1 2 3 4 5
Overall relevance to you	1 2 3 4 5
Comments/suggestions/other topics:	1 2 3 4 5

Your name (optional): _____
Phone: _____
Email address: _____

Please send additional resources on this topic to this presenter.
 I'm interested in learning more about having Eddie speak at a future event.
Thank you for taking an interest!

Eddie LeMoine

Book Event Special \$25.00 Includes GST



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THANKS

Eddie LeMoine

T H A N K Y O U