Your team structure

• What do you value in your team?
• What are their strengths and weaknesses?
• Are you hiring a clone or a disrupter?
• What is your goal with this new spend?
Your multi-generational team structure

- 1929-1946  The silent generation
- 1946-1964  Baby boomers
  - Hard working, steady, educated, focused, experienced, willing to share/mentor
- 1965-1981  Gen X
  - Changes jobs/careers regularly, thrives in a remote work space, despises micro-managing and staff meetings
- 1981-2001  Millennials
  - Tolerate micro-managing and supervision, enjoy constant feedback, input and support; low job loyalty, love volunteer outcomes yet not always the associated work, multi-task
- 2002-2017  Gen Z
  - Better multi-taskers and more entrepreneurial  -Culp 2017

What is the first thing you think of with Millennials?

  Impertinent?
  Contributing?
  Lazy?
  Balanced?
  Flaky?
  Fun?
  Challenge?
  Exactly what you’re looking for?
Hiring Millennials

- Born between 1980-1995
- Win-Win nurturing
- Team, not individual recognition
- Multi-taskers
- Need feedback and commendation
- Will meet deadlines but otherwise want to run their own schedule. Think yoga, CrossFit, etc.
- Do not want to be managed, but lead
- Recruit the hardworkers that can help your company advance and then get out of the way?
1. Freedom to multi-task
2. Freedom of schedule
3. Meaningful work
4. Opportunities and environment to collaborate
5. Fun in a work environment
6. Freedom of choice to achieve required results
7. Be connected
8. Transparency
9. Career advancement

-Excerpts taken from Forbes and Washington Post

1. Meaningful work trumps pay
2. Collaboration trumps hierarchy
3. The “why” trumps the “because”
4. Office layouts and flex time trumps job titles and functions
5. Feedback trumps hands-off
6. Work life and personal life overlap more than ever
1. Brand loyalty vs. boutique
2. City living vs. suburban
3. Renting vs. ownership
4. Personal vs. professional
5. Technology vs. interpersonal
6. Entitlement vs. desire to impact

Hiring Gen Z
How are they different from Millennials?
• Born between 1995-
• Less focused
• Better multi-taskers
• Love bargains
• More early starters
• More entrepreneurial
• Have higher expectations
• Big on individuality
• More global

BYOD
(Bring your own device)
Pros
1. Productivity
2. Cost
3. Morale

Cons
1. Security
2. Approval
3. Security policy needs to be clear

21st Century Talent
• 1\textsuperscript{st} era of talent validation
  • We made choices based on physical attributes
• 2\textsuperscript{nd} era
  • This era emphasized intelligence, experience and past performance
• 3\textsuperscript{rd} era
  • Competency testing (still heavily used today)
• 4\textsuperscript{th} era
  • Must focus on potential

-HBR 2014

Potential’s 4 qualities
• Curiosity
• Insight
• Engagement
• Determination

VUCA (volatile, complex and ambiguous environment). This military turned corporate acronym proves that in the 21\textsuperscript{st} century, the competency-based appraisals are not sufficient.

-HBR 2014
Potential’s counterparts for required leadership abilities

• Strategic orientation
• Market insight
• Results orientation
• Customer impact
• Collaboration and influence
• Organizational development
• Team leadership
• Change leadership

-Diagram

Do you influence or are you influential?

-Table

"Being influential is a higher order of influence. If you have influence, you will not always be influential. However, if you are influential, you will always have influence."

Keller’s Seven Influence Traits®

Keller’s Five Organizational Competencies™

The most critical areas of skill development and behavioral change in an organization.™
Do you have influence or are you influential?

Hiring Checklist
Hiring

- Pre-employment checks
- Discrimination
- I-9s
- Forms and reporting
  - New hire
  - W-4
  - Additional forms

Pre-employment

- Interviewing
  - What not to ask
  - What to ask
- Social media
- Credit checks
  - Fair Credit Reporting Act
  - Disclosures
Interviewing

• Identify characteristics of your best employees
  • Excellent attendance and dependability
  • Flexibility
  • Integrity and honesty
  • Motivated and dedicated
  • Detail-orientated
  • Team-orientated
  • Strong work ethic
  • Positive, polite and approachable
  • Continuous improvement orientated
  • Good communication skills

• Develop questions to identify these characteristics
• Determine questions in advance
• Determine if you’ll conduct panel or single interviews
Interviewing

• **Questions to avoid**
  - Are you a U.S. citizen? (adversely impacts national origin)
  - Do you have a visual, speech or hearing disability?
  - Are you planning to have a family? When?
  - Have you ever filed a workers’ compensation claim?
  - How many days of work did you miss last year due to illness?
  - What off-the-job activities do you participate in?
  - Would you have a problem working with a female partner?
  - Where did you grow up?
  - Do you have children? How old are they?
  - What year did you graduate from high school? (reveals age)

Interviewing (Good questions)

• What made you decide to apply at ABC Corporation?

• Tell me about yourself and your last/current job/class

• How do you react when someone challenges you?

• How do you invite input from others on your team?
Interviewing (Good questions)

• Tell me about a time when you demonstrated your trustworthiness or integrity in school or at work

• Tell me about a time when you were working hard to complete a task and you were asked to leave that task before completing it and start a different job

• Give me an example of when you set a goal for yourself and tell me how you went about accomplishing it

Interviewing (Good questions)

• Give me a specific occasion on which you followed a policy with which you did not agree

• Give me an example of a time when you were able to successfully communicate with another person even when that individual may not have personally liked you (or vice versa)

• What do you do to broaden your thinking, experience or personal development?
Interviewing (Good questions)

• Tell me about a time when you improved a task or job you were working on
• In what kind of a work environment do you do your best work?
• Tell me about a time when you had to go above and beyond the call of duty to get a job done

Discrimination-Social Media

Possible risks include:

• Discrimination claims
  • Information regarding age, race, religion, sex, disability, or other protected characteristics, such as pregnancy, illness or disability. For example, a person’s Facebook page may disclose their religion. Once an employer knows that information, the fact that the employer knew the potential employee’s religion can be used in an employment discrimination suit
  • Checking social media or the Internet only on applicants of a certain race or gender
  • Searching on all applicants, but using the same information differently against one particular type of applicants. For example, if all of your applicants had pictures of themselves of drinking alcohol in public, but you viewed that fact more negatively against females, that could be considered discrimination
  • Rejecting an applicant based on conduct protected by lawful off-duty conduct laws
  • Rejecting an applicant because of his or her political activities may violate state constitutional law
• Invasion of privacy claims by potential employees
Social Media

- Will there be a policy on whether the employer will search the internet or social media sites in hiring
- Ensure the searches on applicants are consistent and in a uniform manner
- Notify candidates, in writing, about the company’s use of social media to gather information
- Perhaps use social media only after the initial interview or after you already have some information on the candidate
- Only lawful, verified information should impact employment decisions

Social Media

- A non-decision maker should be properly trained to conduct the searches, avoid improper access and properly screen information that can’t be used
- This person then provides the information to the decision maker
- The search should be focused on job-related criteria typically found in the job description
- Be aware of relying on legal, off-duty conduct and different state laws
Have you ever rejected a candidate because of what you saw about them on a social networking site?

- **69%** Yes
- **26%** No
- **5%** I don't use those sites to screen prospective employees

Why have you rejected those candidates?

- Posted inappropriate photos: 11%
- Posted inappropriate comments: 11%
- Posted content about their dressing: 9%
- Posted content about their drinking: 10%
- Posted negative comments about a previous employer: 11%
- Demonstrated poor communication skills: 11%
- Made discriminatory comments: 10%
- Lasted about their qualifications: 7%
- Shared confidential information from a previous employer: 7%
- Never rejected a candidate because of information on a social networking site: 7%

Have you ever hired a candidate because of what you saw about them on a social networking site?

- **68%** Yes
- **27%** No
- **5%** I don't use those sites to screen prospective employees

Why have you hired those candidates?

- Gave a positive impression of their personality and organization: 39%
- Profiled was creative: 36%
- Profiled was well-informed: 36%
- Showed solid communication skills: 33%
- Candidate’s profile said well-informed: 33%
- Candidate had good references posted by others: 34%
- Candidate received awards and accolades: 24%
- Never hired a candidate because of information on a social networking site: 18%
Onboarding

The 5 I's of Onboarding

**Impression**
Onboarding starts during the attraction and selection phases. Make sure these touchpoints create a positive first impression of your organisation.

**Induction**
Onboarding is a journey and new starters need a map! Create a checklist of induction activities to ensure new starters get the most out of their first few weeks of employment.

**Integration**
Think about the social side of onboarding and ensure new starters settle into their teams and connect with the right people across the organisation.

**Immersion**
Immerse your new starters in challenging and memorable role play, simulation and VR activities that facilitate learning by doing.

**Independence**
Build a blended learning ecosystem that supports independent, self-directed learning, so that new starters can keep improving and realise their full potential.
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