Talent Management in 2020
Chelsea Fryman
Human Resources Consultant, SHRM-SCP
Employers Council
“Acquiring the right talent is the most important key to growth... Hiring was - and still is - the most important thing we do.”

~ Marc Bennioff

Founder, Chairman and co-CEO of Salesforce
An employer brand is the market perception of what it is like to work for an organization.

- 75% of job seekers consider an employer’s brand before even applying.
- 79% of job applicants use social media in their job search.
- 50% more qualified applicants.
- 52% of candidates first seek out 1) the company’s sites 2) social media to learn more.
Unemployment Rate – 16 Years and Over

Arizona
- Unemp. Rate 2015: 5.4%
- Unemp. Rate 2016: 4.9%
- Unemp. Rate 2017: 5.1%
- Unemp. Rate 2018: 4.6%

Colorado
- Unemp. Rate 2015: 3.4%
- Unemp. Rate 2016: 2.7%
- Unemp. Rate 2017: 3.0%
- Unemp. Rate 2018: 3.0%

Utah
- Unemp. Rate 2015: 3.3%
- Unemp. Rate 2016: 3.0%
- Unemp. Rate 2017: 2.8%
- Unemp. Rate 2018: 2.9%

Wyoming
- Unemp. Rate 2015: 5.0%
- Unemp. Rate 2016: 4.8%
- Unemp. Rate 2017: 4.0%
- Unemp. Rate 2018: 3.9%

U.S. Average
- Unemp. Rate 2015: 5.3%
- Unemp. Rate 2016: 4.9%
- Unemp. Rate 2017: 4.4%
- Unemp. Rate 2018: 3.9%
Look Beyond the Resume

Soft skills...
What is easier to train?
Do you need flexibility?
Top 10 Soft Skills Employers Desire

**In 2020**
1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence*
7. Judgement & Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

**In 2015**
1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgement & Decision Making
9. Active Listening
10. Creativity
Know What Candidates Are Looking For

• Flexibility
• Commitment to health and well-being
• Path for growth and continued education
• Giving back

Think outside the box on what you **CAN** offer.
Should you ask this...?

- This job may require weekend work. Will there be anything that might get in the way of your working weekends?

- What type of transportation will you use to get to work?

- Can you provide a salary history?

- How has your military experience prepared you for this job?
What Should Be Avoided?

So what can I ask?

...but it is so tempting!

You cannot un-see something.

Percent distribution of the labor force

- 1996:
  - 55 and older: 11.9%
  - 45 to 54: 19.7%
  - 35 to 44: 27.3%
  - 25 to 34: 25.3%
  - 16 to 24: 15.8%

- 2006:
  - 55 and older: 16.8%
  - 45 to 54: 23.2%
  - 35 to 44: 21.5%
  - 25 to 34: 21.5%
  - 16 to 24: 14.8%

- 2016:
  - 55 and older: 22.4%
  - 45 to 54: 21.3%
  - 35 to 44: 20.6%
  - 25 to 34: 22.3%
  - 16 to 24: 13.3%

- Projected 2026:
  - 55 and older: 24.8%
  - 45 to 54: 19.2%
  - 35 to 44: 22.2%
  - 25 to 34: 22.1%
  - 16 to 24: 11.7%
 Traditionalists—born 1925 to 1945
 Baby Boomers—born 1946 to 1964
 Generation X—born 1965 to 1980
 Millennials—born 1981 to 2000
 Generation Z—born 2001 to 2020
TRADITIONALISTS  BORN: 1925 – 1945

DEPENDABLE | STRAIGHTFORWARD | TACTFUL | LOYAL

Shaped by: The Great Depression, World War II, radio and movies
Motivated by: Respect, recognition, providing long-term value to the company
Communication style: Personal touch, handwritten notes instead of email
Worldview: Obedience over individualism; age equals seniority; advancing through the hierarchy

Employers should:
Provide satisfying work and opportunities to contribute; emphasize stability

BABY BOOMERS  BORN: 1946 – 1964

OPTIMISTIC | COMPETITIVE | WORKAHOLIC | TEAM-ORIENTED

Shaped by: Vietnam War, Civil Rights Movement, Watergate
Motivated by: Company loyalty, teamwork, duty
Communication style: Whatever is most efficient, including phone calls and face to face
Worldview: Achievement comes after paying one’s dues; sacrifice for success

Employers should:
Provide them with specific goals and deadlines; put them in mentor roles; offer coaching-style feedback

65% of Baby Boomers who plan to work past age 65
10,000 Baby Boomers reach retirement age every day

Source: Purdue Global University
**GENERATION X**  BORN: 1965 – 1980

**Flexible | Informal | Skeptical | Independent**

**Shaped by:** The AIDS epidemic, the fall of the Berlin Wall, the dot.com boom

**Motivated by:** Diversity, work-life balance, their personal-professional interests rather than the company’s interests

**Communication style:** Whatever is most efficient; including phone calls and face to face

**Worldview:** Favoring diversity; quick to move on if their employer fails to meet their needs; resistant to change at work if it affects their personal lives

**Employers should:**
Give them immediate feedback; provide flexible work arrangements and work-life balance; extend opportunities for personal development

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**MILLENNIALS**  BORN: 1981 – 2000

**Competitive | Civic- and open-minded | Achievement-oriented**

**Shaped by:** Columbine, 9/11, the internet

**Motivated by:** Responsibility, the quality of their manager, unique work experiences

**Communication style:** Emails, texts, and email

**Worldview:** Seeking challenge, growth, and development; a fun work life and work-life balance; likely to leave an organization if they don’t like change

**Employers should:**
Get to know them personally; manage by results; be flexible on their schedule and work assignments; provide immediate feedback

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Source: Purdue Global University
**Generation Z**

**BORN: 2001 – 2020**

**Global | Entrepreneurial | Progressive | Less Focused**

- **Shaped by:** Life after 9/11, the Great Recession, access to technology from a young age
- **Motivated by:** Diversity, personalization, individuality, creativity
- **Communication style:** IMs, texts, social media
- **Worldview:** Self-identify as digital device addicts; value independence and individuality; prefer to work with Millennial managers, innovative coworkers, and new technologies

**Employers should:**

Offer opportunities to work on multiple projects at the same time; provide work-life balance; allow them to be self-directed and independent

- **40%**
  - Gen Zers who want to interact with their boss daily or several times each day

- **84%**
  - Gen Zers who expect their employer to provide formal training

Source: Purdue Global University
Culture Fit vs Culture Add
It takes 4 engaged employees to counteract 1 disengaged employee.

37% of employees say recognition from manager is important.

United States employee turnover was 19.35% in 2018.
“I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

~ Maya Angelou
Questions?
THANK YOU

Chelsea Fryman, SHRM-SCP
Human Resources Consultant, Employers Council
Chief Disruptor, DisruptHR Colorado Springs

Cfryman@EmployersCouncil.org