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Values Alignment – The New Paradigm for Recruitment & Retention

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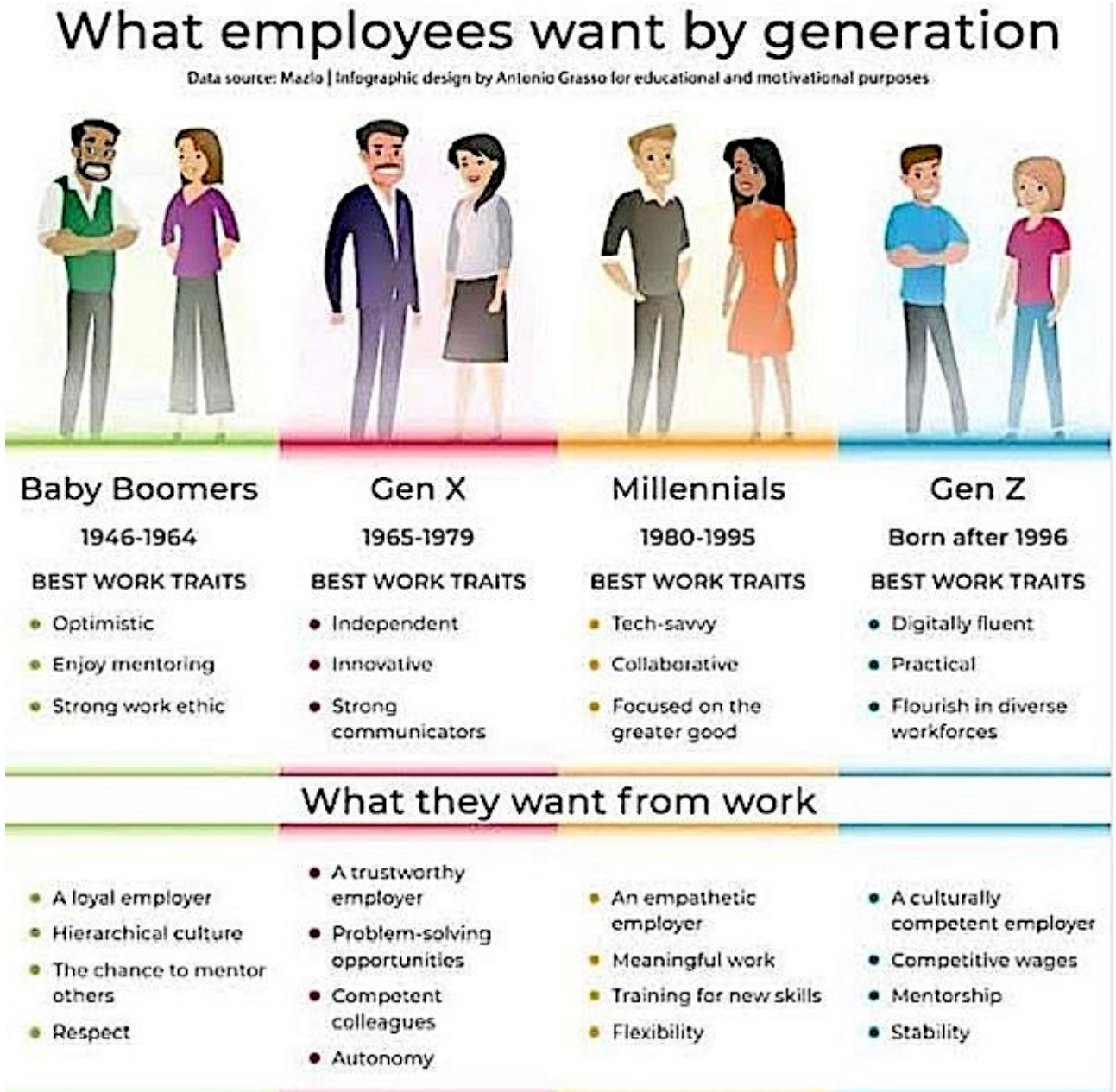
What do Workers Want and Need in Their Careers?



A Look at What Employees Want by Generation

Workforce by Generation

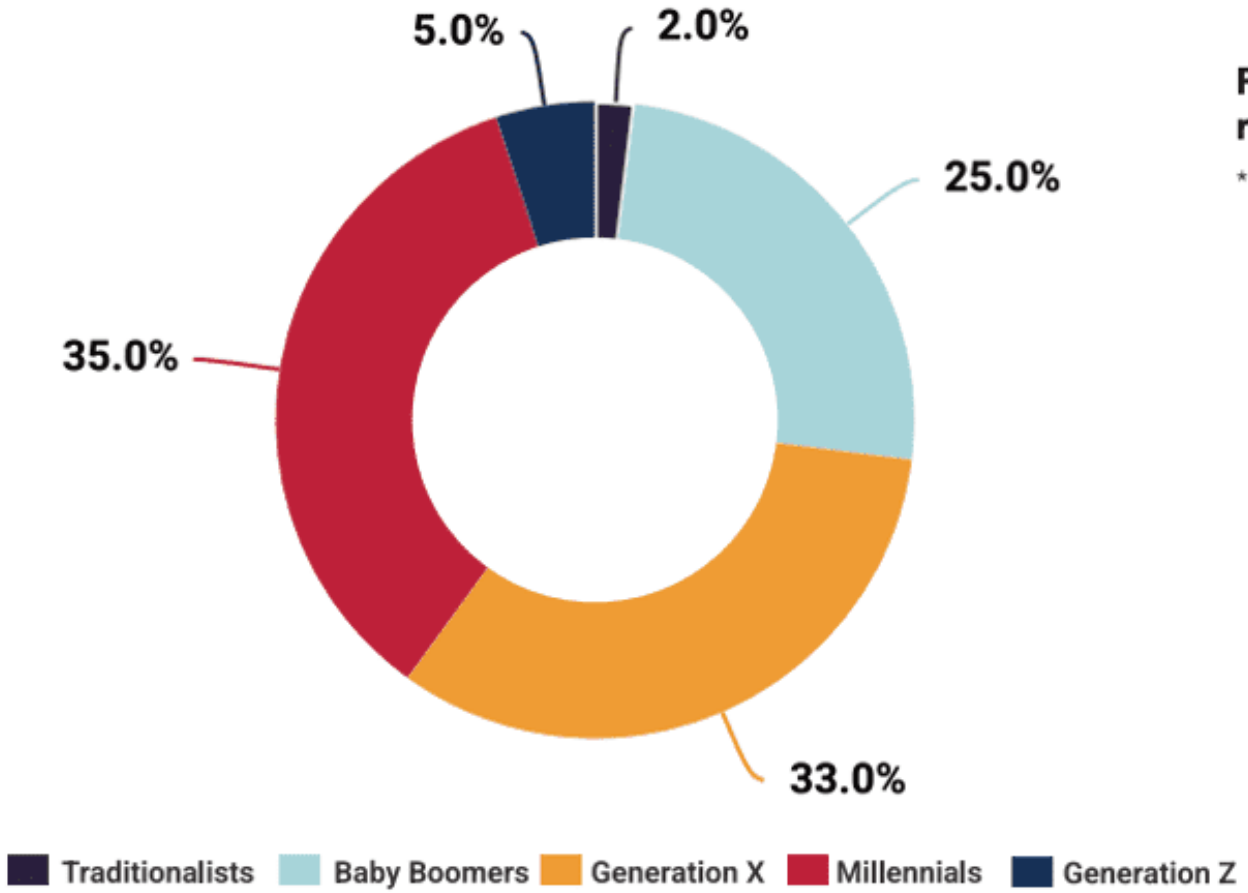
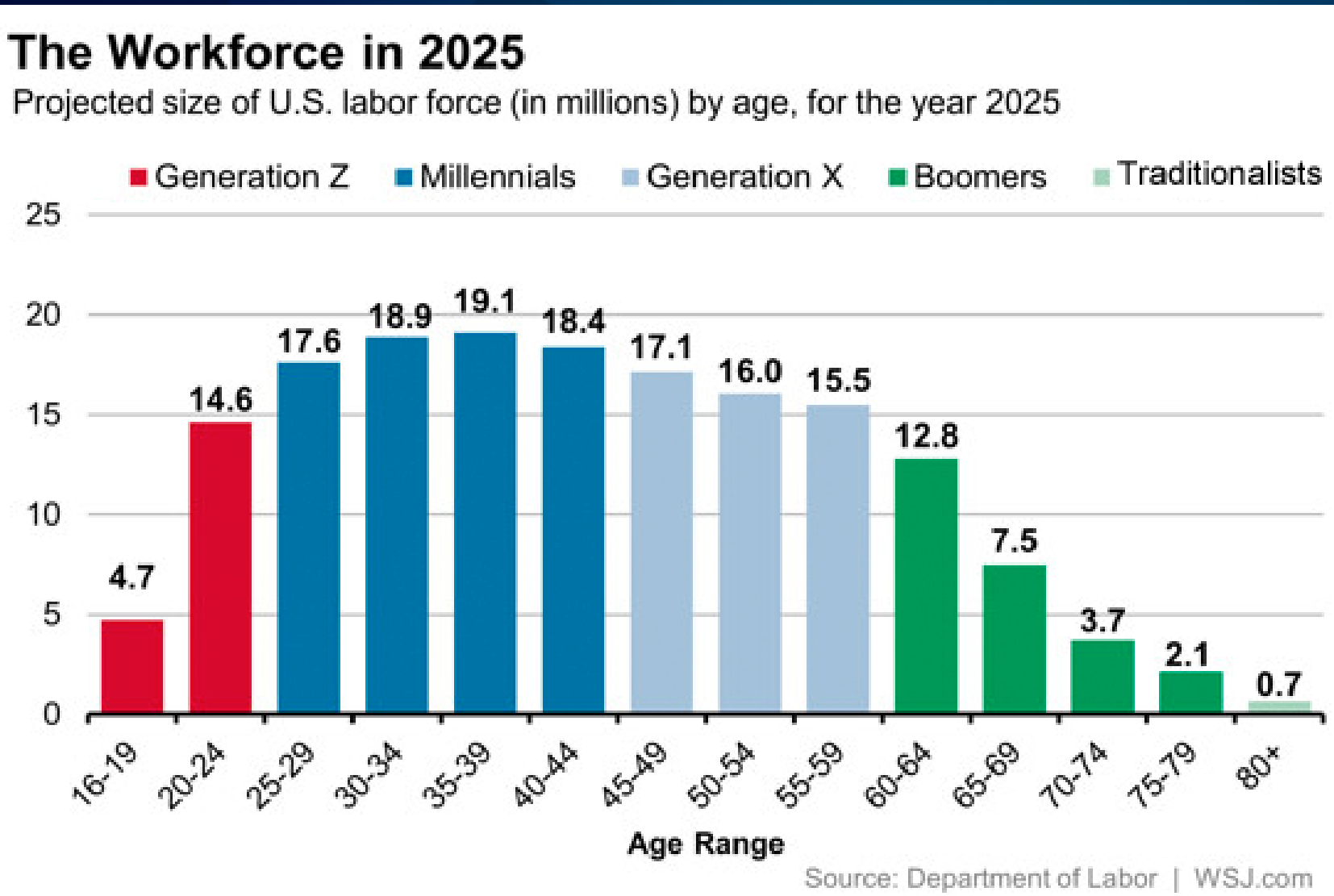


Figure 1. How are today's generations represented in the workforce?

* U.S. Bureau of Labor Statistics

- Traditionalists, born between 1928 and 1945, are 2 percent of the U.S. workforce.
- Baby Boomers, born between 1946 and 1964, are 25 percent of the U.S. workforce.
- Generation X, born between 1965 and 1980, are 33 percent of the U.S. workforce.
- Millennials, born between 1981 and 1996, are 35 percent of the U.S. workforce.
- Generation Z, born between 1997 and 2012, are 5 percent of the U.S. workforce.

Workforce by Generation



What's different about today's young members of the workforce?

- Interest in Diversity, Equity, and Inclusion (DEI) and Environmental, Social, and Governance (ESG) when weighing career opportunities.
- There are significantly fewer Gen Z members than Millennials, but more than Gen X.
- They are the most diverse generation in US history with more than 49% "non-white."
- Employees currently rate mental health support as important at a higher rate than in past studies.
- A lower proportion of Gen Z believes they are fairly compensated (69%) than Gen X or Millennials.
- Gen Z are 32% more likely than Millennials to leave a job, and twice as likely as Gen X.
- Flexibility in work times, venues, and rules is valued by prospective workers.

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What does the current generation of workers want in the job itself?

- Training and development opportunities are highly valued.
- Multiple options in terms of specific jobs and roles are important.
- Technology integration into work is important. Gen Z are the first generation of “Digital Natives” who have had tech in their lives from the beginning.
- Information about the job and training to be delivered as needed and in “bite-sized” bits that can be absorbed quickly. Clear concise visuals are important.
- Mentors who can help them get integrated quickly as they start their job and others who may be able to help them to choose areas of focus or visualize their next steps.

What are some characteristics unique to the next generation of workers?

- Social skills that leaders may consider “basic” will need development.
- Physical skills and experience are generally lower than prior generations. Few Gen Z workers have spent time doing physical labor around their homes and yards or playing outdoors as children.
- Gen Z workers place a higher value on psychological safety on the job than prior generations.
- Generally, they are more focused on maintaining a balance between personal and career development and priorities – more motivated by time off than overtime, for example.
- They expect to have a voice in workplace decisions.

Google's Project Aristotle

"The whole is greater than the sum of its parts"

- Google researchers believed that employees can do more working together than alone.
- Project Aristotle sought to answer the question, 'what makes a team effective?'
- The project studied 180 teams over two years.

Google's Project Aristotle

- Effectiveness is less about **WHO** is on the team and more about **HOW THE TEAM WORKS TOGETHER.**

Workshop

Let's build your success story for building values alignment that will help your organization recruit, retain, and develop the next generations of workforce.

Step 1: Write down at least 2 things on your sticky notes that you think will help your organization write its success story. Be specific. Be realistic about timing and progress.

Step 2: Discuss your thoughts with your small group.

Step 3: Share your top takeaways by group.

Takeaways

- Write down at least one thing that you will take back to help your organization improve with values alignment and the new workforce.

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As Principal and founding partner with Continuum Advisory Group, Clark Ellis provides consulting services to homebuilders, engineering and construction service providers, real estate developers, manufacturers of building products, tools, and equipment, channel participants, and installing contractors. He has served these clients in North and South America, Asia, Europe, the Middle East, and Africa.

During the course of his consulting career, Clark has contributed his expertise to projects involving enterprise strategy, planning, change management, market research, training and development, business process improvement, and technology deployment. These projects have spanned construction vertical markets such as homebuilding, multifamily residential, industrial, oil and gas, infrastructure, general building, and utility.

In addition to these specific responsibilities, Clark's research priorities are focused on the application of new technology throughout the design, engineering, and construction value chain, the development of the new processes and collaborative business relationships necessary for the industry to leverage these transformative technologies, and the evolution of the North American homebuilding market. These skills, abilities, and interests make him particularly effective in helping clients prepare their strategic and operating plans for success. He is also a sought-after speaker for conferences of all types.

Clark holds a Master of Business Administration in marketing and general management from the Babcock Graduate School of Management at Wake Forest University and a Bachelor of Arts in political science from the University of North Carolina at Chapel Hill.

Please Remember to Fill Out Your Breakout Survey on the App

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