


Employee Retention & Motivation  
During the Recovery

Tuesday, August 24, 2010



Employee Retention & Motivation 2

### The Facts About Manpower

82 countries and territories	400,000 worldwide clients
4,100 offices worldwide	800 offices in North America
4 million employees worldwide	350,000 North American employees

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## What We Do

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<b>People</b>	permanent, temporary, staffing, professional
<b>Training</b>	online, in-person, classes, programs
<b>HR Services</b>	recruiting, prescreening, testing, interviewing
<b>Outsourcing</b>	recruitment process outsourcing, vendor managed solutions
<b>Consulting</b>	HR consulting, research and diagnostics, benchmarking, talent architecture, career transition, organizational consulting

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## Yes...

- The economy is bad.
- Unemployment is high.
- Market dynamics are constantly changing.

## But...

- Economic downturns are cyclical – things will change.
- High potential talent is a competitive advantage for every organization.
- Some market dynamics will always affect the workforce.

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# 89%

of currently employed  
Americans say they will  
seek new job  
opportunities when the  
recession is over.

Source: Career Builder Survey, 2009



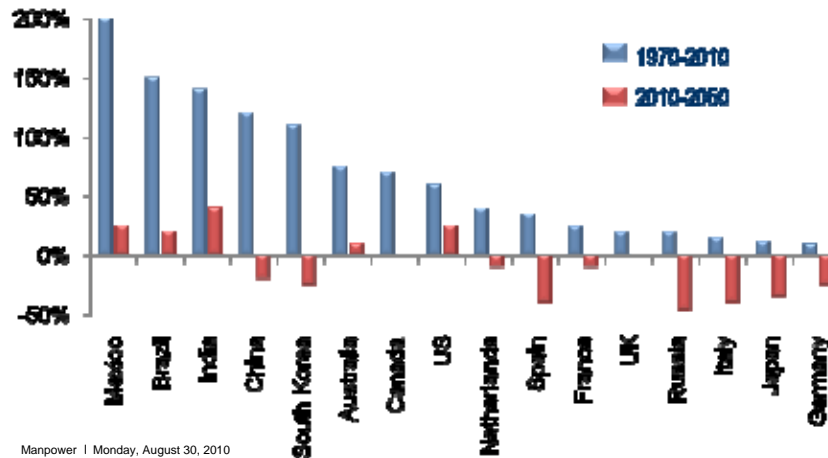
## Why Retention?

- Talent Disconnect
- Individual Choice
- Technological Revolution

## Talent Disconnect

- The retirement of the Baby Boomers.
- A history of lower fertility rates.
- A growing skills gap.
- It's more than just the hard skills.

## Slow Growth in Working-Age Populations



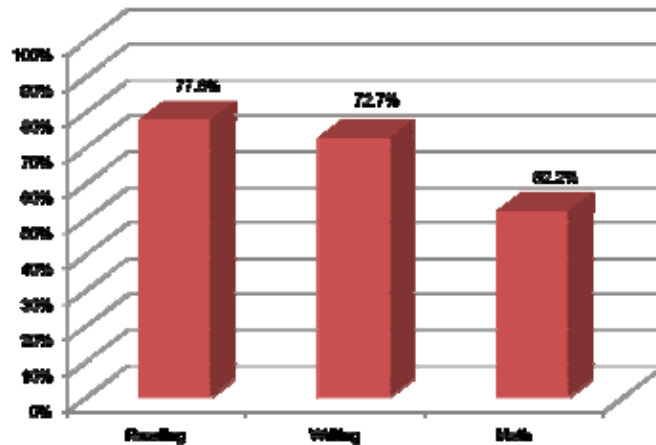
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Source: Deloitte Research/UN Population Division



In 10 years the number of people in the world aged 65 and older will be greater than the number of people under age 5.

Source: U.S. Census Bureau

## Training Gaps in Basic Skills



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Source: *The Ill-Prepared U.S. Workforce*, The Conference Board, 2009

## Talent Disconnect – Implications

- Agile talent strategies are required to attract and retain talent.
- Critical skills shortages will accelerate the mobility of workers and work.
- Pressure will increase to keep older workers engaged longer.
- Continuous training and development will be required.

## Individual Choice

- Technology gives the individual power.
- Multiple generations are in the workplace.
- The Net Generation (aka Gen Y, Millennials) is on the rise.

## Individual Choice – Implications

- Companies must better understand individuals' (of all generations) motivations and preferences.
- Segmented candidate attraction models will be necessary.
- A company's employer brand and reputation will become increasingly important.
- Individuals will have the ability to take more responsibility for their careers and development.
- The perception is that loyalty is on the decline.

One size  
fits one!



## Technological Revolution

- New ways of getting work done.
- Companies can do more with fewer employees.
- Rapid, unfiltered communication via networks.
- Increased transparency of virtually everything.



## Technological Revolution – Implications

- Unsubstantiated information increases the importance of verification, certification and validation.
- Rapidly changing technology increases individuals' and organizations' choice of where, when and how work is performed.
- Instant, transparent links increase scrutiny of organizations' talent practices and reputation.

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Rather than focus on  
metrics and outcomes...  
concentrate on the  
things that employees  
care about most...

Source: Deloitte Research, It's 2008: Do You Know Where Your Talent Is?

## Engagement Factors (which is most important?)

- Total rewards
- Emotional reward
- Status and identity
- Fit and belonging
- Trust and integrity

## In Order

Engagement Factors	
Fit and belonging	Do I feel wanted? Are my interests/values consistent with other in the company?
Status and identity	Am I proud to belong to the organization? Do I think I am a part of something else?
Trust and integrity	Will my interests be taken into account? Do I owe the organization for the good things it has done for me?
Emotional reward	Am I happy with what I do? Do I feel like a full and effective participant in the organization?
Total rewards	Do I believe this organization provides with unique total rewards? Are my rewards fair?

## What Employees Expect

- Interesting, challenging work
- Open, two-way communication
- Opportunities for growth and development

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Source: *HR Executive Review: Implementing the New Employment Compact*, The Conference Board, 1997

## Building Talent

- Develop
- Deploy
- Connect

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Source: *Deloitte Research, It's 2008: Do You Know Where Your Talent Is?*

## How Do People Learn Most?

- 67% when working together with a colleague on a task.
- 22% when doing their own research.
- 10% when a colleague explains something personally.
- 2% through a manual or textbook.

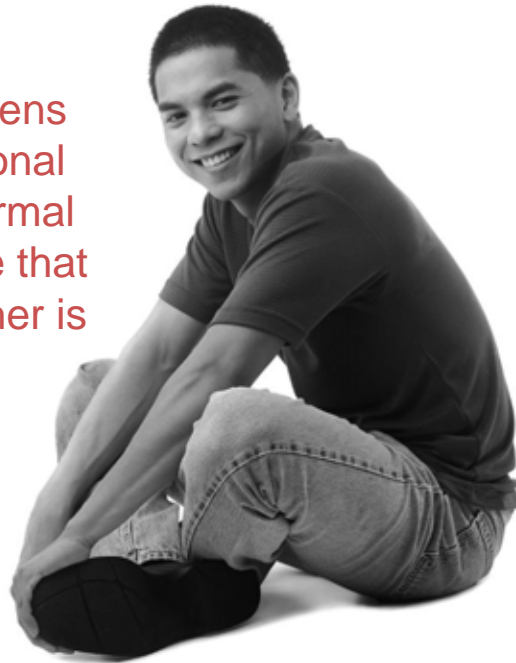
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Source: Lexis-Nexis

## The Engaged Employee

- Help employees manage information overload.
- Redesign jobs and working conditions.
- Provide them with the tools they need.
- Ensure they are effectively developed and well-deployed.
- Examine the deployment and development of the people tasked with leading others.

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Source: Deloitte Research, It's 2008: Do You Know Where Your Talent Is?

Work largely happens  
“off the organizational  
chart” through informal  
networks. The glue that  
binds people together is  
trust.



## Building Blocks to Retention Strategy

- Relationships
- Better recruiting strategies
- Morale
- Respect
- Motivation
- A level playing field
- Trust

## Retention Strategies

- Pay/Compensation
- Benefits
- Career Development
- Training
- Communication
- Mentoring Programs
- Work/Life Balance
  - Acknowledge non-work priorities
  - Offer work scheduling options
  - Make it acceptable to use these benefits

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Source: *Retention Success*, Manpower, 2008

- Attraction of a diverse workforce
- Managing and motivating the multi-generational workforce

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## Retention/Motivation Idea Resources

- recognition.org
- incentivemag.com
- kudoz.com
- meaningatwork.com
- nelson-motivation.com
- worldatwork.com

## Thank you!

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