



Moving from the Great Reshuffle to the Big Stay!

**We
Can
Do
This!**

The **Alliance**
Voice of Community Nonprofits

HAPPY TO BE HERE TODAY!



Allison Ebner
President & CEO
Employers Association of the
NorthEast
www.EANE.org
aebner@EANE.org

[Allison Ebner | LinkedIn](#)



SESSION OBJECTIVES

- **Who** is in the workforce today?
- Great **EXPECTATIONS** – Achieving alignment
- ***Culture vs. Strategy*** – Who wins?
- Put it on repeat – **Your People Leaders are the answer!**
- What's the plan? Here we **GO!**



TOP WORKFORCE ISSUES FOR NON-PROFITS

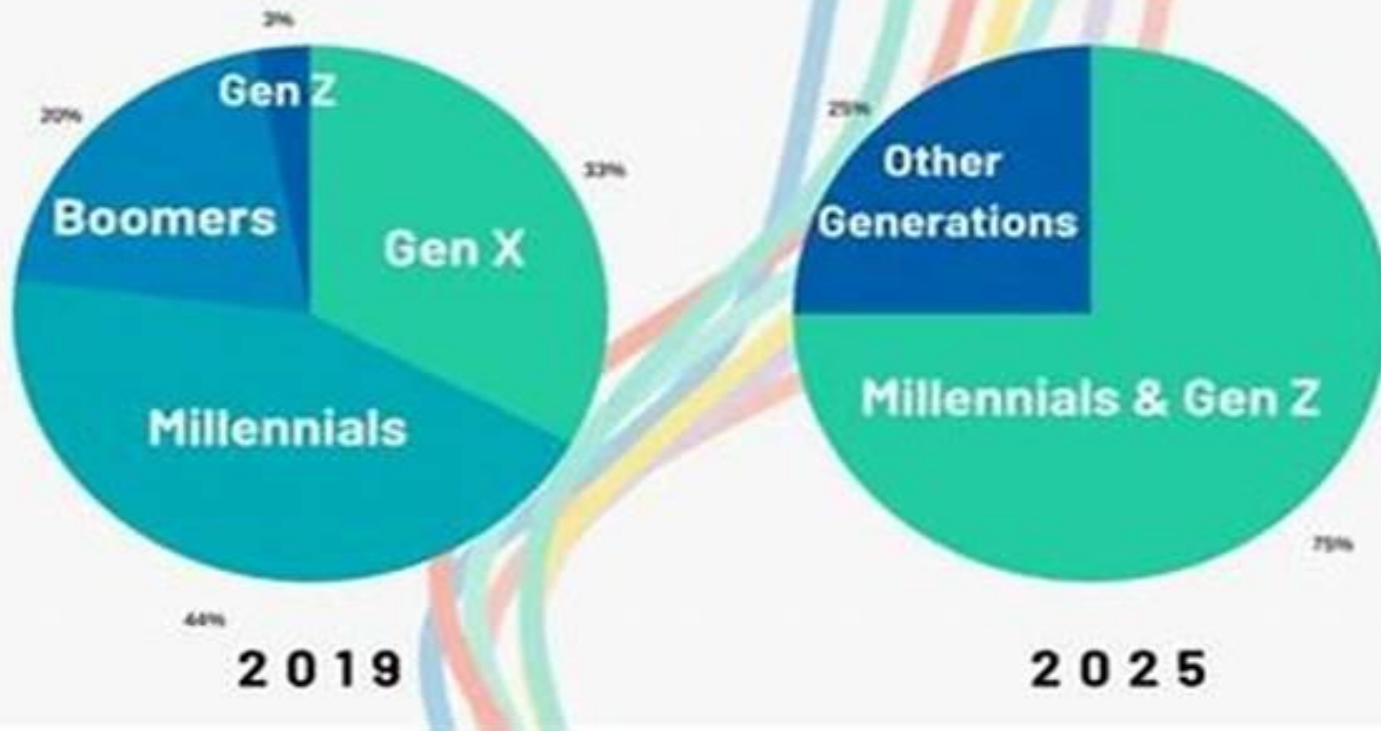


- **Competitive Labor Market:** With a strong job market, there's stiff competition for skilled professionals. Remote work anyone??
- **Budget Constraints:** Nonprofits often operate on tight budgets, and financial constraints may limit their ability to offer competitive compensation, invest in talent development, and provide a progressive career path.
- **Shift In Career Preferences:** There will likely be a growing preference for roles that offer flexibility, work-life balance, and entrepreneurial opportunities, which might not align with certain traditional nonprofit roles.
- **Donor Expectations:** Donors may prioritize funding for programmatic work rather than administrative costs, including salaries, limiting the capacity of nonprofits to attract top talent.
- **Brand Awareness and Perception:** Smaller nonprofits may struggle with visibility and might not be perceived as attractive places to work compared to better-known organizations.

WHO IS OUR WORKFORCE?



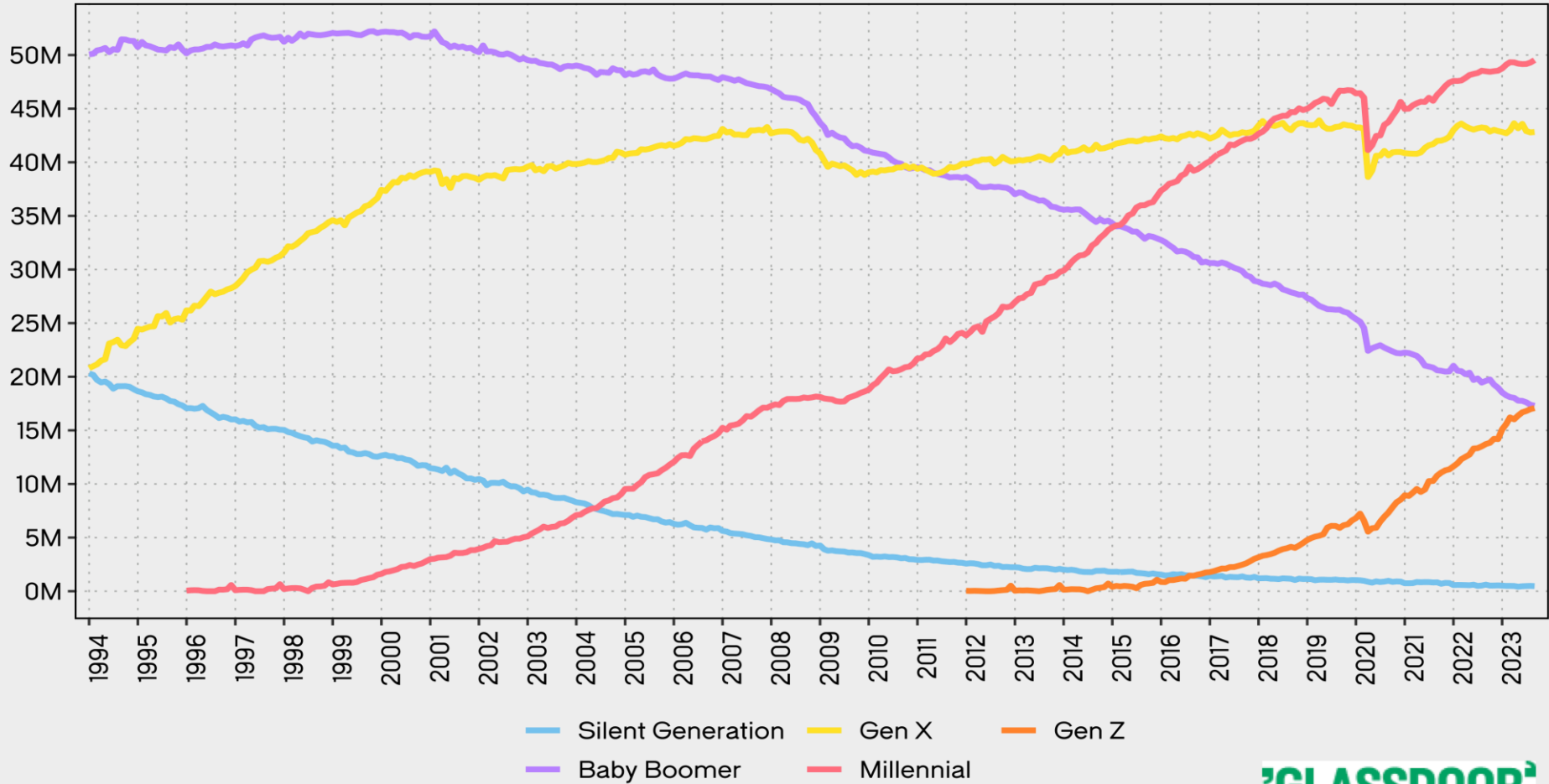
GENERATIONS IN THE WORKFORCE





Gen Z is poised to overtake Baby Boomers in the Workforce

Full-time (35+ hours per week) employment



Source: Glassdoor analysis of U.S. Census Bureau, Current Population Survey made available by Univ. of Minn. IPUMS-CPS.



X,Y AND Z

Gen X (1965 to 1980)

1st generation to ask for **work/life balance**, entrepreneurial, independent workers, resourceful. Currently managers in many organizations

Gen Y (1981 – 1997) Millennials

Work/life balance, want to be valued, enjoy collaboration, skills training, mentoring, wants **feedback**, stability, **flexibility**, financial security, EVP

Gen Z (1998 - 2015)

Highly tech savvy but prefer f2f communication, **flexibility**, **work/life balance**, meaningful work, **clear expectations**, DEIB, wellness/mental health, sustainability

Do they look familiar?

Quitters

Disruptors

Mildly
disengaged

Double
dippers

Reliable &
committed

Thrivers

Do you recognize these people in your organization??

EXPECTATIONS :THE BIG DIVIDE





EMPLOYERS BEWARE!

It's essential for organizational leaders to realize that it's the workplace that needs to change, not the employees. (Inc.)

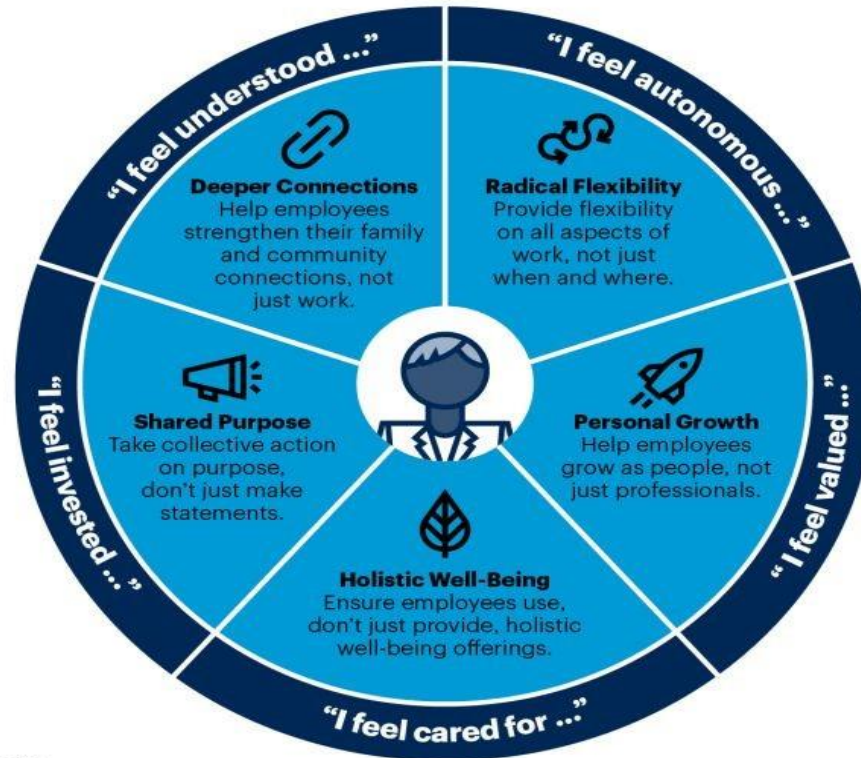
- A record 3.2 million U.S. workers retired in 2020, and 10,000 workers will retire every day until 2029. •
- There will be a global worker shortage of 85 million by 2030 (roughly equivalent to the total population of Germany).

<https://workforce-resources.manpowergroup.com/white-papers/the-new-human-age>

GREAT EXPECTATIONS



The Human Deal Framework



[gartner.com](https://www.gartner.com)

Source: Gartner
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Gartner



TRUE OR FALSE?

Sign on wall of Ford's Strategy War Room:

CULTURE
EATS
STRATEGY
FOR BREAKFAST

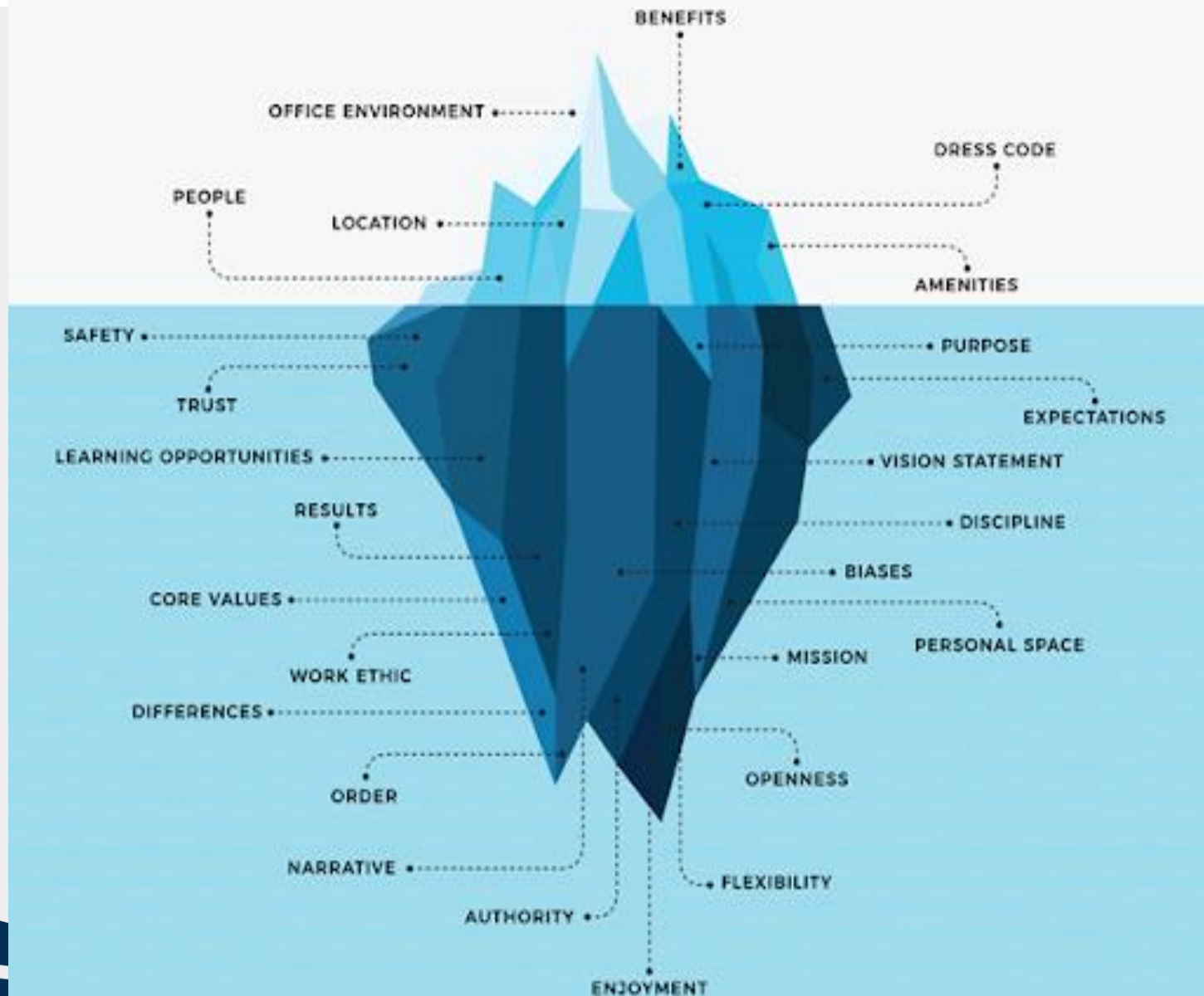
Not sure if ford is cool... but the sign is! As after 4 yrs of Management Consultant, I agree



WHAT IS CULTURE ANYWAY?

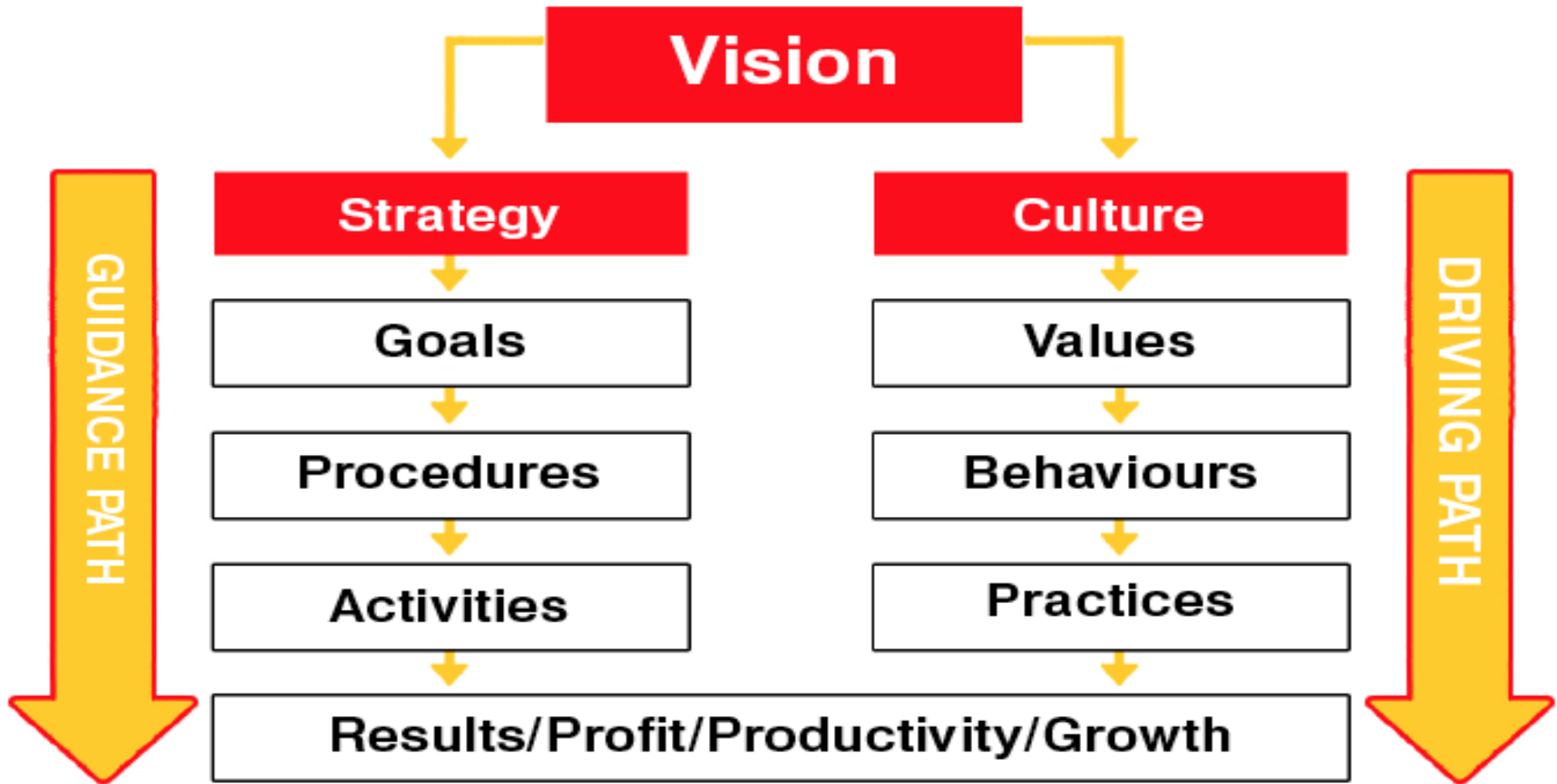


THE COMPANY CULTURE ICEBERG





REFRAME!





THE WINNING TICKET!

Figure 2: Culture Framework

Growth Mindset	Purpose	Communication	Support	Collaboration	Appreciation	Wellbeing
						
Treating challenges as opportunities for growth	Aligning mission, vision, and Values	Making multiple communication pathways and channels available	Cultivating a sense of mutual understanding and trust	Generating opportunities and removing barriers	Formally praising employee contributions	Leveraging the right wellbeing strategies
Offering timely and personalized learning opportunities	Providing flexibility in the workplace	Fostering transparent, authentic, and honest leadership communication	Building habits and routines around helping others	Fostering agile teams	Offering compensation and rewards that are meaningful to employee lives	Cultivating a strong sense of belonging
Building diverse and inclusive workplaces	Encouraging value-driven leadership models	Encouraging people to share stories, information, and experiences	Training managers and leaders as coaches	Making multiple collaboration and co-creation tools available	Using fair and equitable compensation practices	Prioritizing physical and psychological safety

Source: The Josh Bersin Company, 2022

WORKPLACE CULTURE & SENSE OF BELONGING

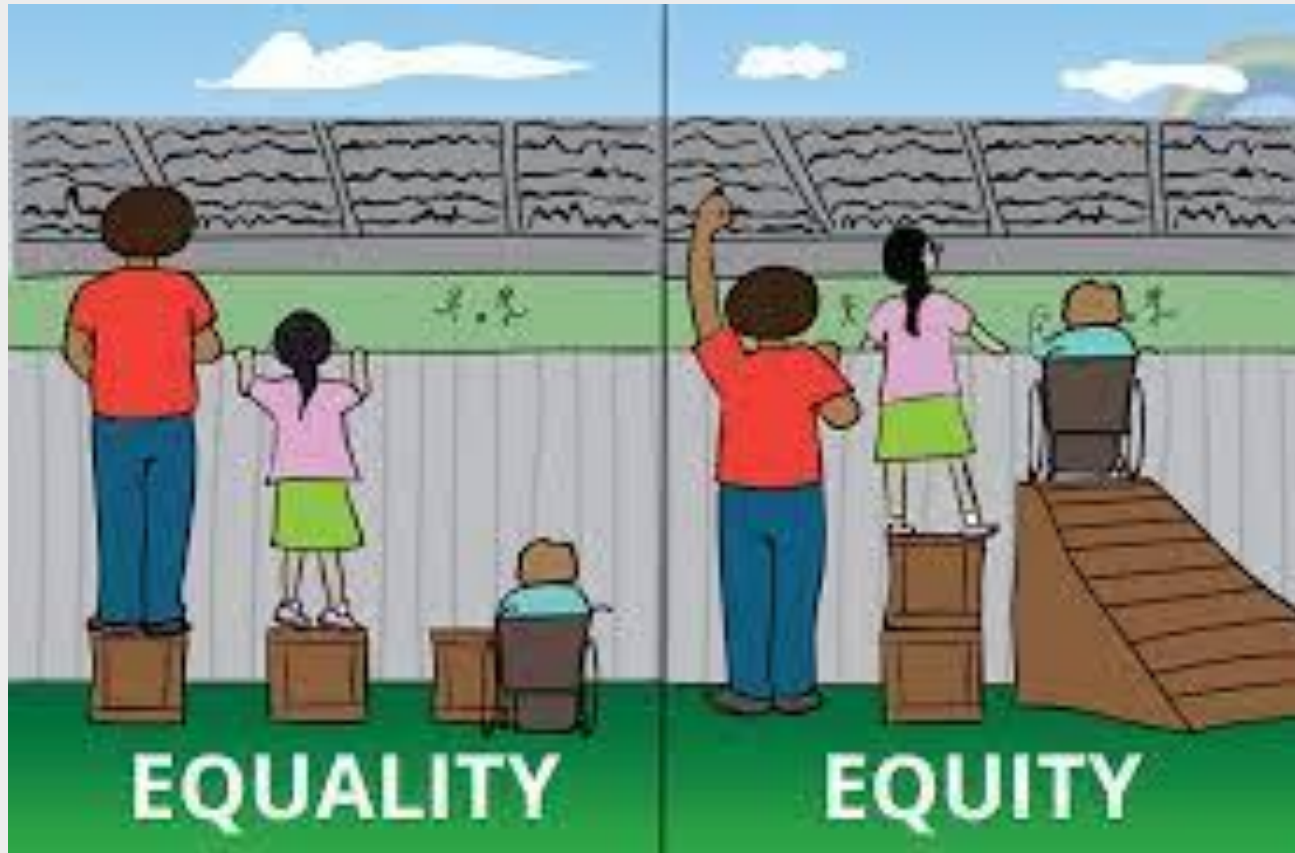


WHY IS BELONGING CRUCIAL IN THE WORKPLACE?



When we feel valued and understood, we are happier, more productive, and more likely to stay with our employers.

EQUITY



Equity is about Recognizing

CREATING ORGANIZATIONAL ENERGY IS A TEAM SPORT!



**THIS IS A
COMPANY WIDE
INITIATIVE!**

- **Human Resources**
- **C-Suite**
- **Employees**
- ***People Leaders***

WHO HAS THE BIGGEST IMPACT ON SUSTAINING CULTURE?



ANSWER: YOUR PEOPLE LEADERS



Leaders create culture.
Culture drives behavior.
Behavior produces results.

Utan Meyer

© 2014

Leaders Must Lead!

What Are The Most Important Leadership Competencies In 2024 and beyond?

- Inspirational leadership communication.
- Creating psychological safety.
- Fostering connections and trusting relationships.
- Coaching and developing employees.
- Granting autonomy through delegation and accountability.
- Adopting a growth mindset.



OUR PEOPLE LEADERS BUILD THE HOUSE

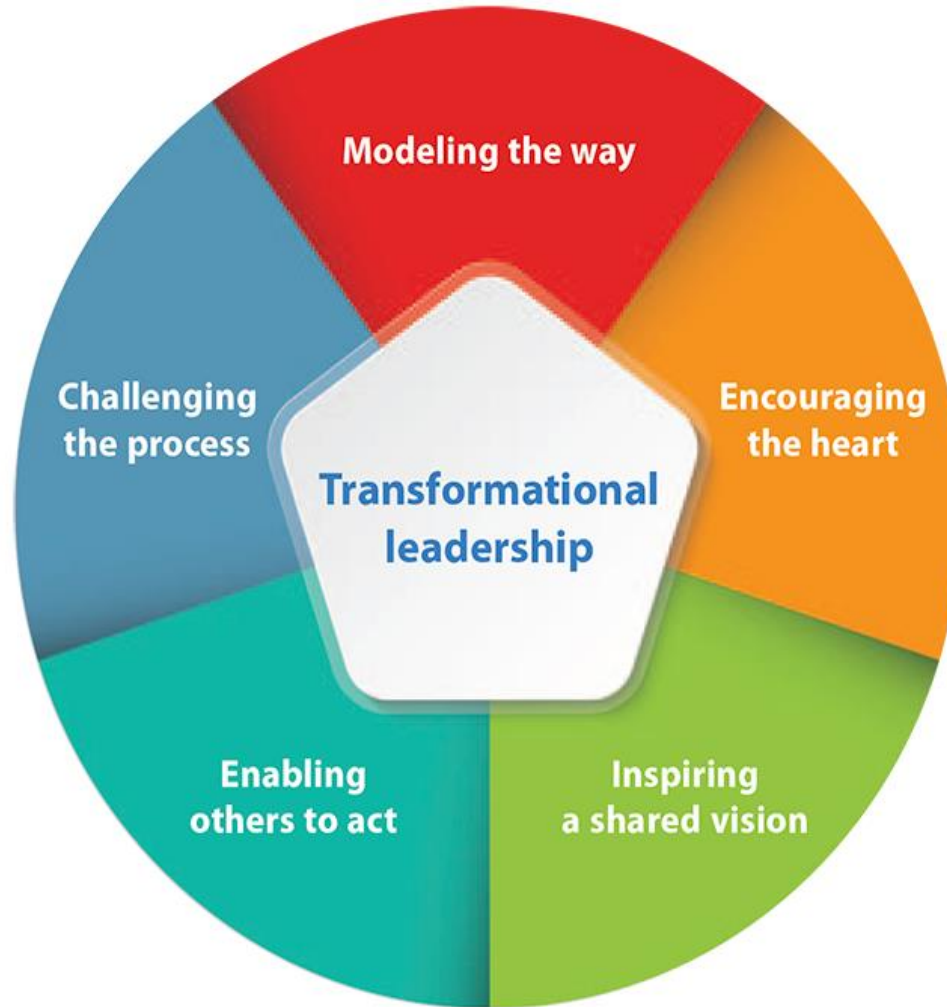


WHAT IS HUMAN-CENTRIC LEADERSHIP?



*A human-centric leader **treats humans as humans, recognizes their struggles and contributions, and makes gratitude and flexibility part of the company culture.** This creates an outstanding employee experience that inspires innovation and creativity.*

THE PEAK? TRANSFORMATIONAL LEADERSHIP





THE WINNING TICKET!

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YOUR CHECKLIST (SHRM)

The Global Workplace Culture Model

Equitable Leadership Practices

- Fair performance evaluations.
- Ability to make a complaint about a leader without punishment.
- Appreciation of employees' unique backgrounds, perspectives and experiences.
- Active solicitation of employee feedback by the organization.
- Transparent communication from leadership.

Career Fulfillment

- Opportunities for career growth.
- Employees' pride in their work.
- A meaningful career.

Good Manager Communication

- Manager seeks employee input before making decisions.
- Employee has frequent candid/open conversations with manager.
- Employee can trust what the manager says.

Work/Life Integration

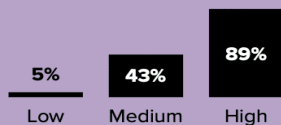
- Ability to balance work and home commitments.
- Not feeling exhausted at end of workday.
- Not irritable at home due to workplace culture.
- Reasonable workload.

Respectful Workplace Interactions

- Absence of identity-based slights or microaggressions.
- Absence of inconsiderate manager behavior.
- Absence of inconsiderate co-worker behavior.
- Absence of unfair treatment based on identity.

When equity is high, employees are **19 times** more likely to rate their culture as good or excellent.

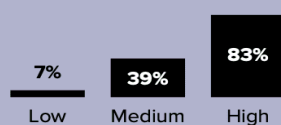
% Who Rate Culture Good/Excellent



Leadership Practices

When career fulfillment is high, employees are **12 times** more likely to rate their culture as good or excellent.

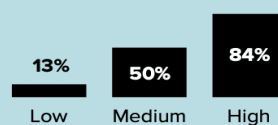
% Who Rate Culture Good/Excellent



Career Fulfillment

When manager communication is good, employees are **7 times** more likely to rate their culture as good or excellent.

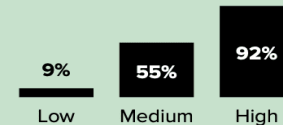
% Who Rate Culture Good/Excellent



Manager Communication

When work/life integration is high, employees are **10 times** more likely to rate their culture as good or excellent.

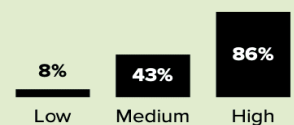
% Who Rate Culture Good/Excellent



Work/Life Integration

When respectful interactions are high, employees are **11 times** more likely to rate their culture as good or excellent.

% Who Rate Culture Good/Excellent



Respectful Interactions

WHAT DO WE DO TODAY?



- ❖ Create your Culture TEAM!
- ❖ Assess your workforce honestly
- ❖ Gain alignment on the strategy
- ❖ Make *Belonging* a Priority
- ❖ Work through your checklist!
- ❖ Open lines of communication - *AUTHENTIC*
- ❖ Create action with accountability!
- ❖ Build better *People Leaders*!
- ❖ Get feedback from your employees



RESOURCES!

[The Cigna Group Newsroom - Vitality in America 2023](#) (Gen Z Mental Health)

[The Leader's Guide to Corporate Culture](#) (hbr.org)

[How to Connect Employees to Your Company's Purpose](#) (hbr.org)

[The Latest Performance Management Statistics HR Leaders Should Know - SSR](#)
(selectsoftwarereviews.com)

[Gallup-Workhuman Recognition in the Workplace](#)

[The next EX: Unlocking workforce energy](#) (mercer.com)

[What Is Company Culture? Definition & Strategies – Forbes Advisor](#)

[Love as a Business Strategy](#)

EANE's Scope of Services

HR SOLUTION SERVICES

HR Partner
Compensation Plans
Recruiting
Affirmative Action Plans
Handbooks
Background Checks
Engagement Surveys
HR Power Hours
HR Audits
Strategic & Workforce Planning
Investigations
Employment Posters
And more!

Members receive a 30% discount on Services

MEMBERSHIP INCLUDES

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Member Website
ZYWAVE HR Resource
Exceptional Workplace Webinars
HR Compliance Series Webinars
E-Alerts & E-Newsletter
Benchmark Surveys
HR Snapshot (Audit)
Community: HRConnected
Discount on all EANE training
Payfactors FREE Salary Data
Grant Writing Services
Training Needs Assessment
30% Discount for Onsite Training & HR Solution Services
HRCI & SHRM Credits
HRCI Test Discount

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Onsite Training
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▪ **PROFESSIONAL DEVELOPMENT**
▪ **HR & COMPLIANCE**

Members receive a discount on all training

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**Q&A
&
THANK YOU!**

***It's been a pleasure
being with you today!***