

# VALUES *SHIFT*

Attracting, Engaging & Keeping  
the Emerging Workforce

John B Izzo, Ph.D.

The Hottest  
Bargain On  
Wall Street

Disney/Time Warner: Cable Smackdown

# FORTUNE

\$4.95

MAY 29, 2000

It's 9 A.M.: Do You Know Where Your Best People Are?

## The Talent Chase

These fast-track MBAs are working for their third dot-com in a year.

VCs and Dot-Com Raiders Just Keep Coming. Now Big Companies Are Fighting Back.

**PLUS:**

10 Secrets For Keeping Your Stars

# Engaged Staff- Does it Matter?

Business units in the top 25% of engagement were:

- 50% more likely to achieve customer loyalty
- 44% more likely to achieve above-average profitability
  - 29% higher in revenue

# TALENT Crisis

- 60% of Baby Boomers will retire early
- Young workers can't fill the gap
- More confident workforce
- Decline of employee loyalty
- Women leaving the workforce



EXCLUSIVE EXCERPT: LBJ'S VIETNAM CONFESSIONS

# Newsweek

November 12, 2001

## GENERATION 9-11

Terror, War  
And Recession  
Hit Home  
On Campus

University of Michigan students Paxton Williams, Brenda Facky Abinail and Ben Perry



newsweek.msnbc.com

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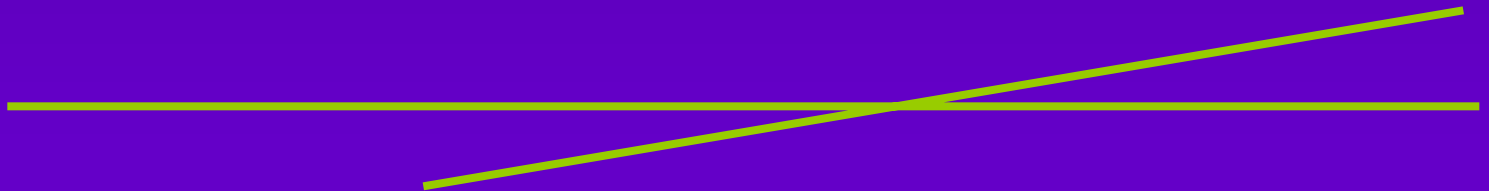


newsweek.msnbc.com

# IMPRINTS

# Shift #1

## Expectation of Balance & Synergy



Headline: National Post, February 10, 2001

# Workload key issue, union survey suggests

71% of union members want  
organized labor to give high  
priority to workload issues  
and work-family balance  
(more important than  
wages & job security)



# Balance & Synergy

- Balance # 1
- Would have left without flexibility
- Satisfaction with leisure time
- Average person would give up 21%
- The under 35's rank balance above challenge, their boss & promotions
- 66% say "NEVER"



JANUARY 25, 2001

\$5.00

WWW.TRAFFICWORLD.COM

**traffic**

**WORLD**

**THE LOGISTICS  
NEWS WEEKLY**

**SPECIAL REPORT:**  
**Intermodal Shipping**

**Need  
Help?**

*UPS turns to colleges  
for part-time staff;  
offers students tuition,  
training, textbooks*

Part-Time  
Work:

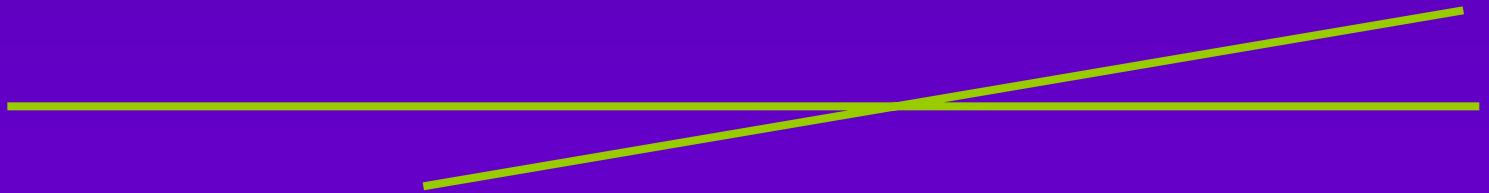
Wave of the  
Future?

# *Leaving the Light On*



Shift #2

Expectation of  
Partnership





From achieving  
the corner office  
to,

# Maclean's

Canada's Weekly Newsmagazine

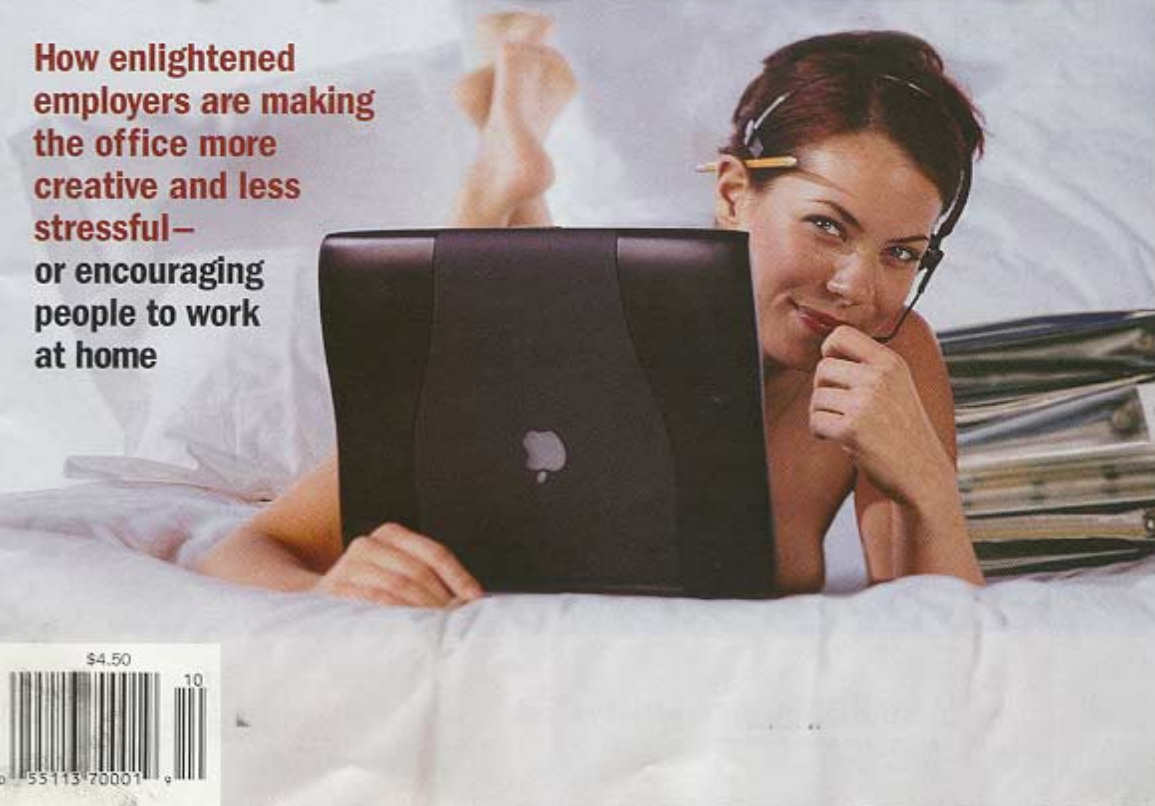
March 5, 2001 www.macleans.ca \$4.50

**STOCKWELL DAY**  
**THE PERILS OF**  
**POLITICS**

**NORTEL**  
**AFTER THE FALL**

# Redesigning WORK

**How enlightened employers are making the office more creative and less stressful—or encouraging people to work at home**



**STOCKWELL DAY**  
**THE PERILS OF**  
**POLITICS**

**NORTEL**  
**AFTER THE FALL**

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\$4.50



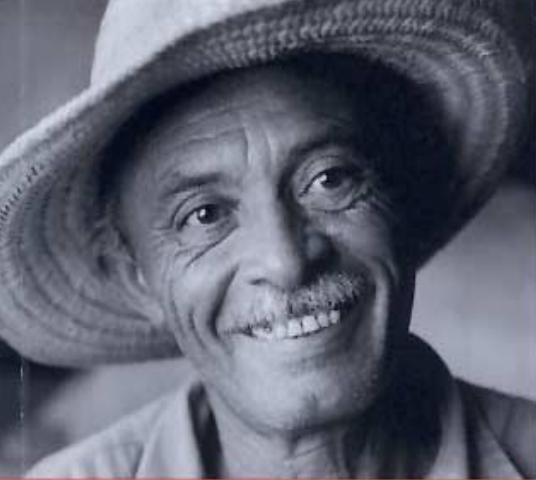


*What is the most cited reason for front line people quitting?*

# hands**on**

Breaking up  
the kitchen cabinet





THE AES CORPORATION

*The global power company*

# THE AES CORPORATION

A PASSION  
to  
SERVE



*“If you treat people like children, they act like children. If you treat people like adults, they begin to act that way”*



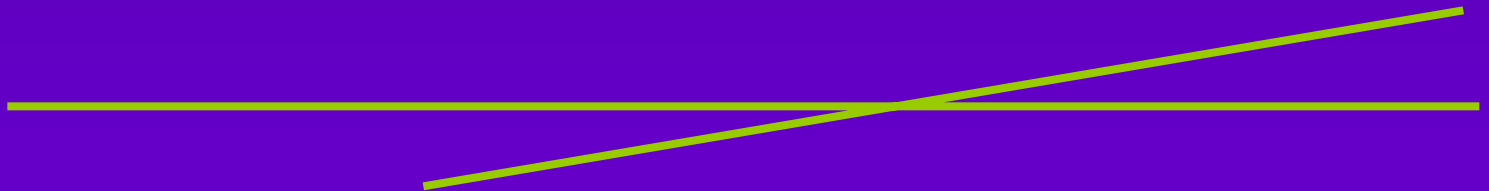
ANNUAL REPORT

2000

*Dennis Bakke,  
CEO*

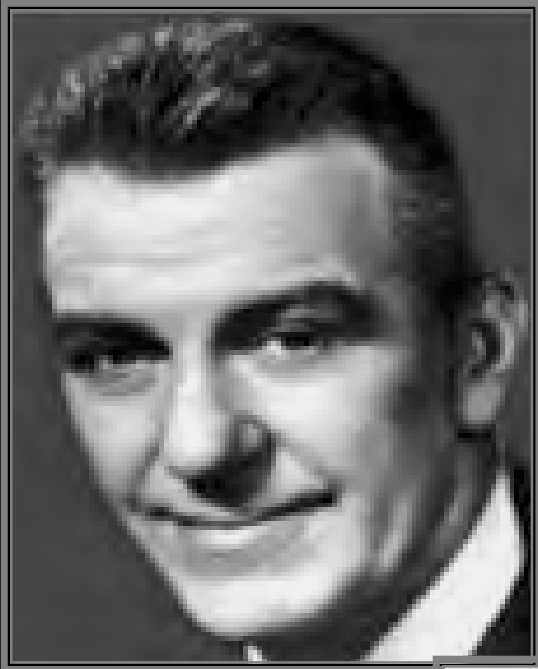
# Shift #3

## Expectation of Growth & Development



Work is a way to make a living...





What did  
Ward  
Cleaver do  
for a  
living?



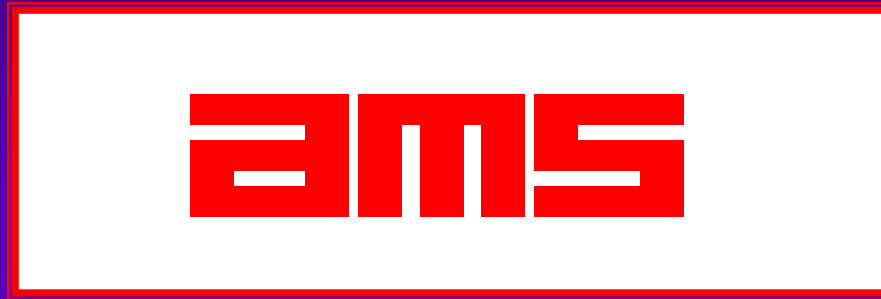
hint

*What is the most cited reason for turning down a new job offer?*

# Growth & Development

- Outside the “Job Box” learning
- Lone Star Diplomas
- Paying for Guitar Lessons?
- Staying in touch is key
- Make it easy to change

# Staying in Touch is Key

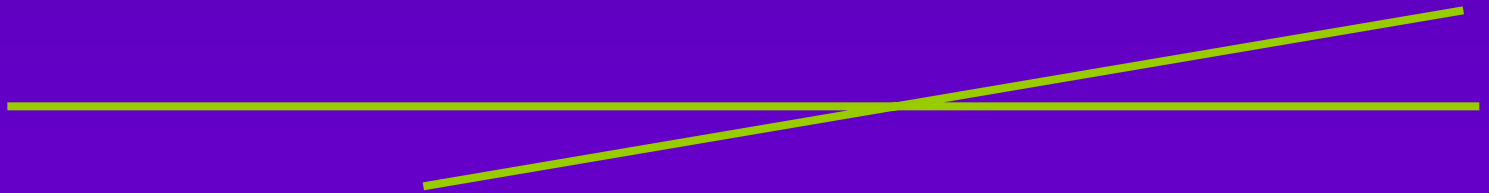


American Management Systems



# Shift #4

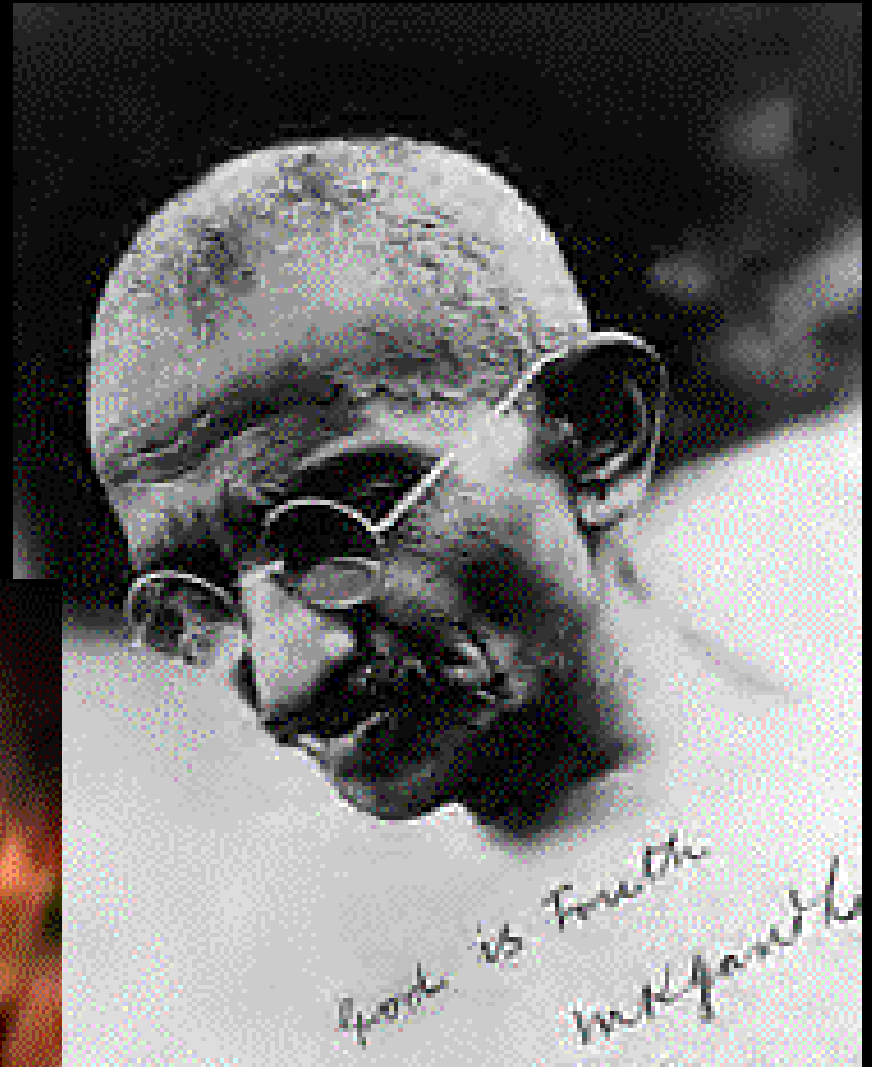
**Expectation of  
Noble Cause**



# From Money & Power



# To Making a Difference in the World



# Noble Cause

- “The Mission Makes Me Feel...”
- 86% of College Students choose mission over money



A black and white photograph of a snowy mountain slope. A tree trunk in the foreground has a small sign that says "HELP WANTED". The background shows a steep, snow-covered mountain peak.

**BALLARD**<sup>®</sup>

Power to Change to World

Imagine the difference that zero emissions can make on this planet...

A move to the company that is leading the fuel cell revolution will take your career to places it's never been.

If you have the ambition to be part of a team that is focused on literally changing the world, there is only one place to be right now.

And that place is here.

# Noble Cause

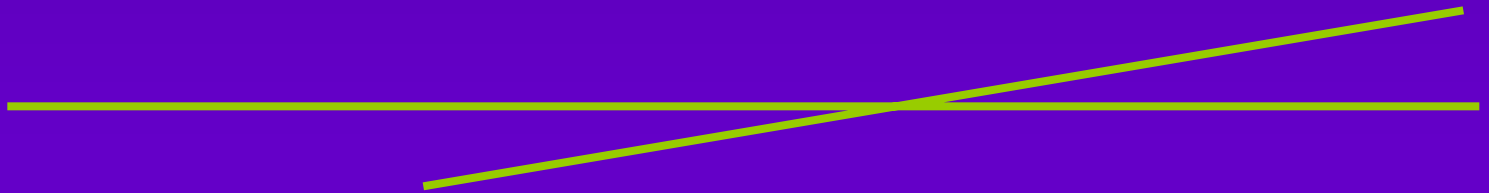
- A tale of two meetings
- Philanthropy has changed-the Ozone factor
- Time off for good work
- Software Success Story

# The #1 Bank's Most Important Numbers

*100/0*

# Shift #5

## Expectation of Community





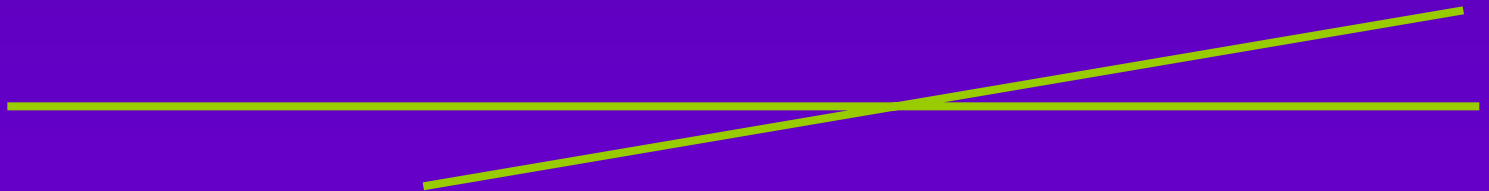
I have a  
best friend  
at work!





# Shift #6

## Expectation of Trust



# On your mark, get set....Go!

## Getting Started

- Do an honest self-assessment
- Remember it is a mindset above all else
- Ask & You Shall Receive
- Little Things
- Be Like My Dog

# VALUES *SHIFT*

Is Your Company  
Responding to the Shifts?