



# HR Conference

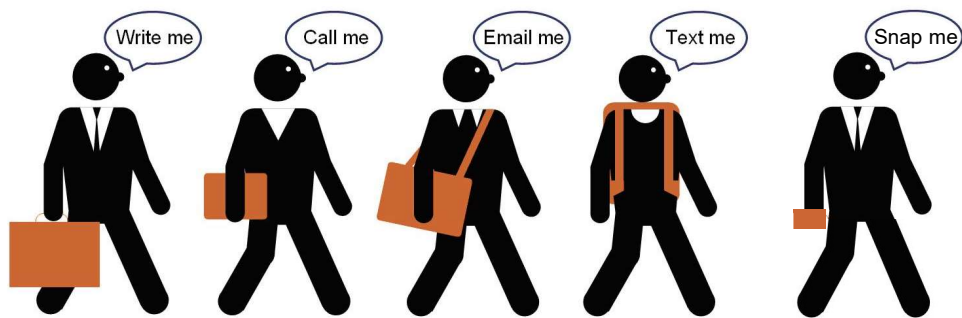
Elevating the Employee Experience

## Session 4: Crafting Better Early Career Experiences

Presented by:

Jim Morgan, *MRA* and Josh Miller, *Project50*

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# What Is This All About?

- First time ever that we have five different generations in our workforce working side-by-side
  - Veterans, boomers, Xers, millennials, Gen Z
- Each of these generations was impacted by various events that shaped who they are and how they work
- OMG, I'm working with my mom, my brother, my uncle, my dad, and my grandmother!!!

# Why Do Boomers ...

- Refuse to click system updates, but click any link in an email?
- Have cash AND 10 credit cards?
- Still watch commercials?
- Shout into their cellphones?
- Think they know everything but can't convert Word to pdf?
- Fear!??!
- Print emails?
- Think writing in cursive is important?
- Reply all?
- Leave 4-minute voicemails? Why do they leave any voicemail?

## **“These young kids”** *“Those parents”*

## **Here We Go!**

- Not about generations, but about experiences
- Think about how things are different ...  
and how they are the same
- Forget your preconceptions
- Just listen, carefully!

# About Me

- 21-year-old from Minneapolis
- Journalism and Economics at Northwestern
- Founder of Project50



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## What Role Does Work Have in a Young Person's Life?

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# The Wellness Gap

**35%**   
of **C-Suite executives** report feeling mentally well

**13%**   
of **junior employees** report feeling mentally well

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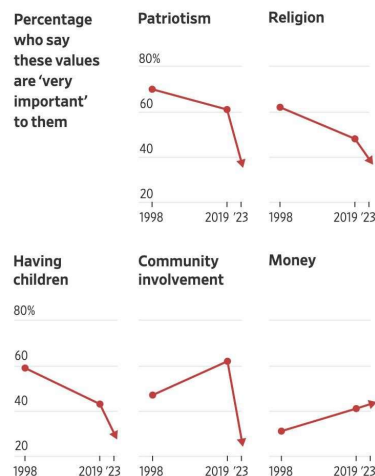
Achievers Workforce Institute, 2022

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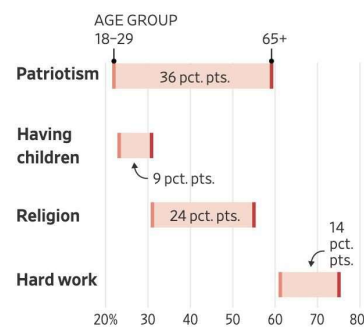
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# Losing the Fabric



Source: WSJ/NORC poll of 1,019 adults conducted March 1-13, 2023; margin of error +/-4.1 pct. pts. Prior data from WSJ/NBC News telephone polls, most recently of 1,000 adults conducted Aug. 10-14, 2019; margin of error +/-3.1 pct. pts.

Percentage who say these values are 'very important' to them, personally, shown among the youngest and oldest age groups



Source: WSJ/NORC poll of 1,019 adults conducted March 1-13, 2023; margin of error +/-4.1 pct. pts.

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Wall Street Journal/National Opinion Research Center

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# Are the struggles arising out of the post-pandemic workforce transition a symptom or cause of overall discontent?

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## Gen Z Characteristics

- Signs point toward us being a career-oriented bunch
- **Highly competitive and financially focused**
  - 66% of Gen Z would rather have a job that offers financial stability
  - “This is the generation of the stereotypical baseball mom or dad yelling at the umpire from the bleachers.”
  - The “FOMO” economy
- **Takeaway: Broad desire to play—and win—the traditional corporate game**

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“A 16-Year-Old Explains 10 Things You Need to Know About Generation Z, Josh Miller, SHRM”

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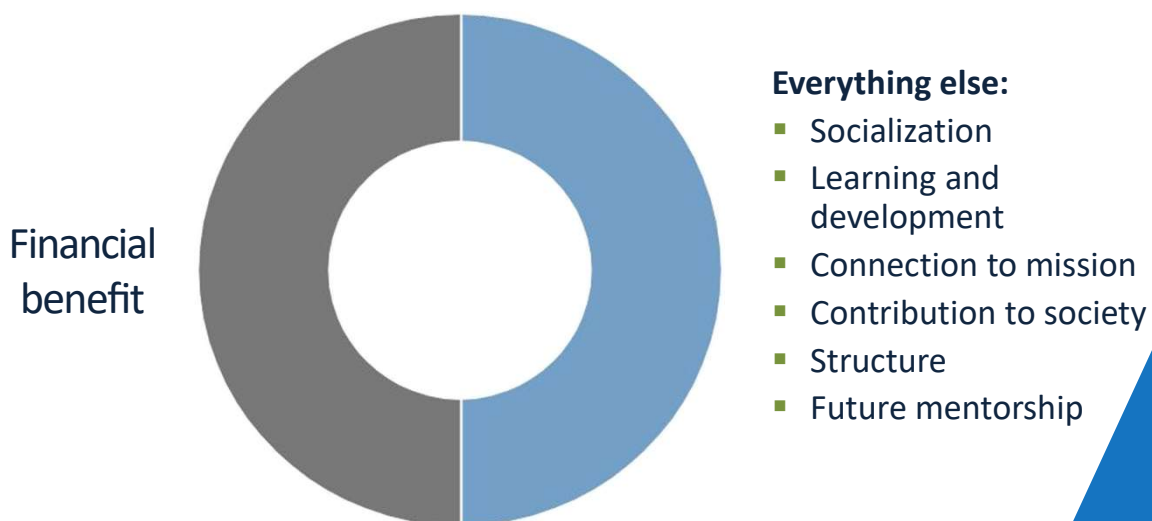


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# Gen Z Characteristics

- **In some ways, the working world is moving away from what we value:**
  - Face-to-face communication is Gen Z's primary method of communication
- **But not everywhere:**
  - Gen Z is highly entrepreneurial (72% want to or have already started a biz) and highly independent (generational traits are cyclical)

# Why Do We Have Jobs?



**Meaningful jobs lead to fulfilling lives and stronger communities. There is a moral imperative to be intentional about the experiences your company provides young people.**

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## **Better Jobs, Better Lives**

- Employees who believe their employer cares about well-being are ...
  - 36% more likely to be thriving in their overall lives
  - 71% less likely to report burnout

**Better Inputs → Better Outputs**

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# Creating a Supportive Environment

1. Do you feel you have the support you need in your role?
2. How can we provide better support to you?
3. What do you need to thrive in this organization?
4. What are you interested in beyond what we're working on?

# The Business Case to Care

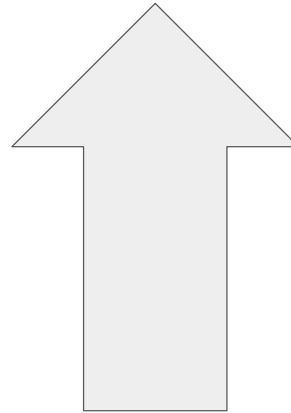
As you all have likely experienced ...

- Engaged employees are **69%** less likely to search for a new job.
- It costs **6 to 9** months of an employee's salary to replace them.
- Disengaged employees cost **18%** of their salary in lost productivity.

*You're leaving money on the table by NOT thinking about this.*

## What Happens When Junior Talent Is Engaged?

1. Productivity
2. Innovation
3. Retention
4. Brand image
5. Service
6. DEI
7. Leadership pipeline



## Introducing the Six E's Framework

1. Experience
2. Education
3. Envision
4. Exposure
5. Enjoyment
6. Extra mile

# Experience

- **Onboarding**
  - Orientation, materials, preparation, connection
- **Communication**
  - Expectations, feedback, transparency, “big picture”
- **Overall wellness**
  - Health resources, burnout prevention, supervisor check-ins
- **Team dynamic**
  - Interest, relationships, interaction, comfortability

# Education

- **General knowledge**
  - Industry, business model, organization structure
- **Technical skill development**
  - Explicit training (internal/third party), on-the-job training
- **Soft skills**
  - Speaking, time management, conflict resolution

# Envision

## ■ Loyalty

- Belonging, pride, recommendation, time

## ■ Mission

- Clarity, relevance, longevity

## ■ Trajectory

- Path, role models, advancement opportunities

# Exposure

## ■ Variety

- Project variety, intellectual stimulation, takeaway knowledge

## ■ Networking

- Leadership exposure, mentorship opportunities, accessibility

# Enjoyment and Extra Mile

## ■ Community

- Company/intern events, Team-building opportunities

## ■ Sociability

- Support vs rivalry, sentiment, structure

## ■ Uniqueness

- Inspiration/creativity, unique events, special opportunities

## ■ Investment

- Adequate funding, time generosity, priority

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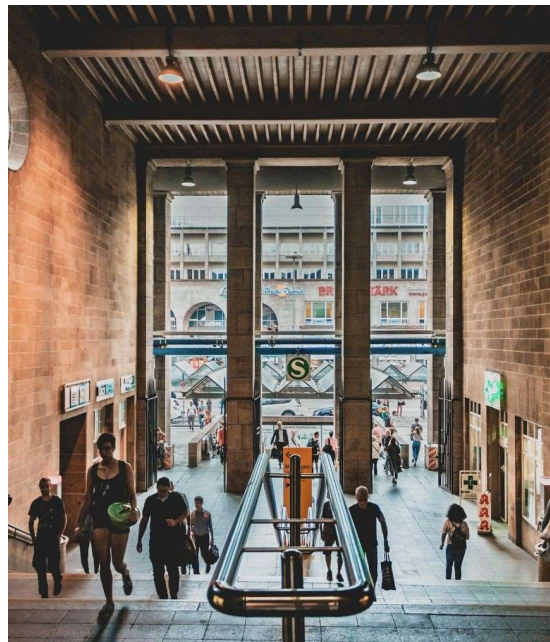


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It doesn't take a wild investment to make a meaningful improvement in how junior talent experiences your organization.

Small things add up.

Intentional thought matters.



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## Emerging Leaders

- Taking over at 35 instead of 55
- Didn't have 20 years to watch others make errors
- If they didn't get trained, how can they train others?
- Succession planning
- Bench strength
  - Clear paths and steps for advancement
  - Exposure to senior leadership
  - Mentors and career support

## Are You Using Their Skills?

- Technology, technology, technology
  - Software, programs, integration, adaptation, drones, gaming, speed, change
- Social justice, community impact, diversity
- Social media platforms, impacts, “do’s and don’ts”
- A different perspective: “Why?”
- Presentation skills
- Multitasking

## Why It Doesn't Work ...

- We “believe,” but we don’t do.
- We talk, but we don’t act.
- We have identified, but haven’t notified.
- We need to evaluate, but have no criteria.
- We should train, but have no curriculum.
- We should develop, but have no plan.
- We need experiences, but who has the time?
- We need to reward, but with what?
- But we “believe” they are critical!

## Building a Program That Works

- Explain why.
- Develop clear criteria.
- Explain the benefits.
- Establish goals.
- Set the selection process.
- Make an announcement.
- Provide learning and application.
- Celebrate success.

# Thank you

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