



Convocation

The Spirit of Collaboration

University of Notre Dame • 2024

Talent Development & Talent Acquisition for Parishes & Catholic Schools

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Gallagher

Insurance | Risk Management | Consulting

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Agenda

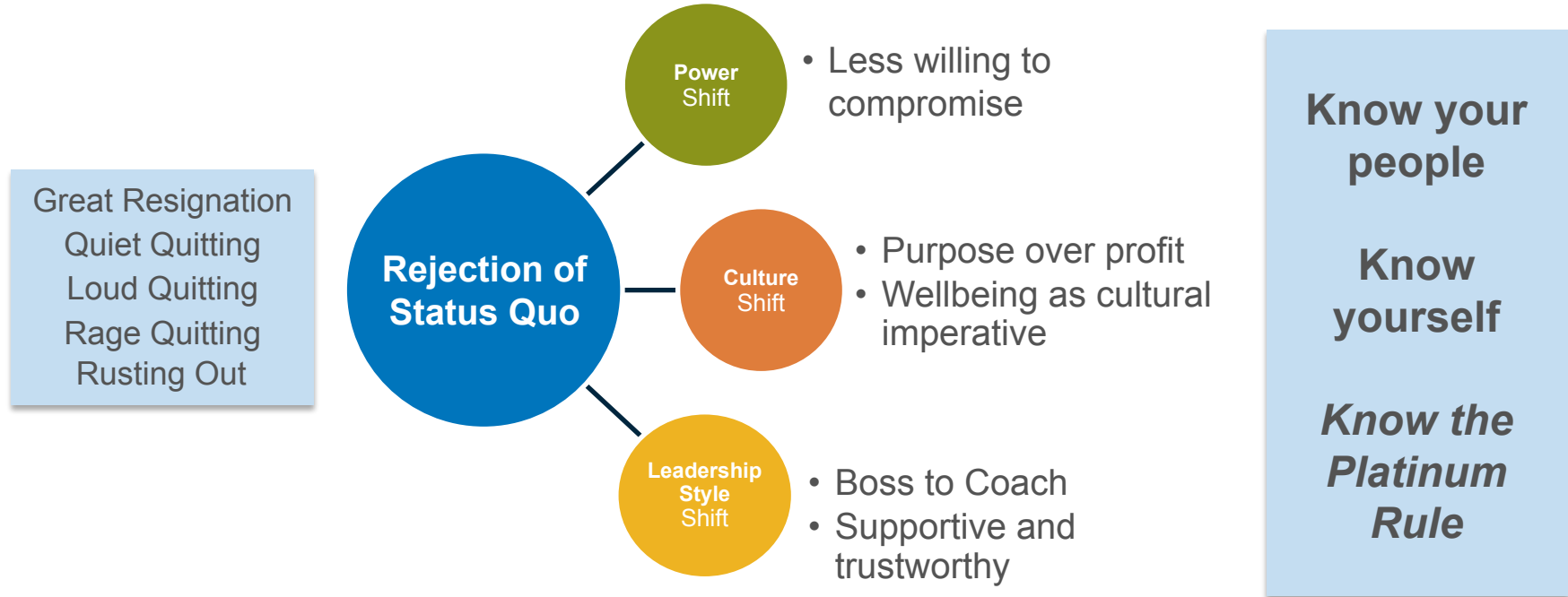
- What are people looking for in a potential employer?
- Why do people stay with a given employer?
- How should people be developed?

How can this be applied?

- What are people looking for in a potential employer?

The “Worth it” Equation

New priorities are changing how we feel about work



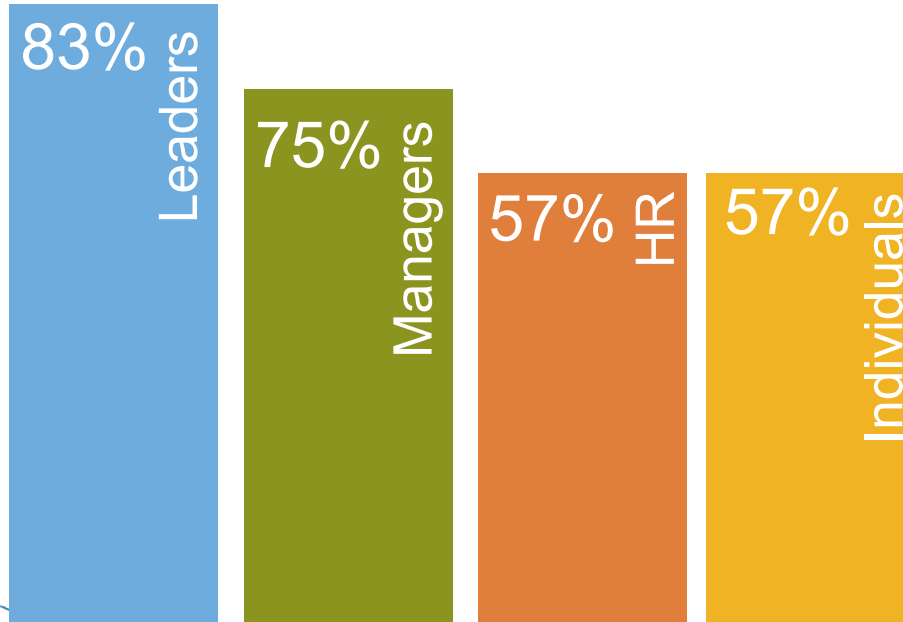
Tell me what you want, what you really, really want...

What employees look for in their employers, by generation

	Gen Z	Millennials	Gen X	Baby Boomers
1	The organization cares about employee's wellbeing	The organization cares about employee's wellbeing	The organization's leadership is ethical	The organization's leadership is ethical
2	The organization's leadership is ethical	The organization's leadership is ethical	The organization cares about employee's wellbeing	The organization cares about employee's wellbeing
3	The organization is diverse and inclusive of all people	The organization's leadership is open and transparent	The organization's financial stability	The organization's financial stability

Whose job is it to shape/create culture?

What's the connection to benefits and wellbeing?



October, 2022
US Surgeon General Advisory Warning
Toxic workplaces are harmful to physical and mental health.



1 in 3

employees say their manager fails to recognize the impact they have on their team's mental wellbeing (35%)

Manager Skills & Competencies are Evolving

Emotions, behaviors and skills that optimize performance, health & happiness...

- Gratitude
- Compassion
- Empathy
- Realistic Optimism
- Agility
- Humility

Positive emotions can enhance physical health, and our sense of connection to others

Authentic
Sincere
Vulnerable

Psychological Safety

RESILIENCY

TRUST

INNOVATION

Organizational Wellbeing

- How can this be applied?

- Why do people stay with a given employer?

Hopelessly devoted to you...

Top engagement drivers by generation

	Gen Z	Millennials	Gen X	Baby Boomers
1	This organization has a work environment that allows me to grow and develop.	This organization has a work environment that allows me to grow and develop.	This organization has a work environment that allows me to grow and develop.	I understand what I need to do to be successful in my job.
2	Employees of this organization are treated with dignity and respect.	My job is challenging enough to suit me.	I understand what I need to do to be successful in my job.	This organization has a work environment that allows me to grow and develop.
3	I understand what I need to do to be successful in my job.	Employees of this organization are treated with dignity and respect.	Employees of this organization are treated with dignity and respect.	My job is challenging enough to suit me.
4	Compared to similar jobs in the community, I feel that I am paid fairly.	I understand what I need to do to be successful in my job.	My job is challenging enough to suit me.	Employees of this organization are treated with dignity and respect.
5	My job is challenging enough to suit me.	Senior leadership's actions reflect their commitment to this organization's vision and values.	We practice the mission of this organization in our daily operations.	Senior leadership's actions reflect their commitment to this organization's vision and values.

Happy Together...

While there are unique attributes to each generation, there is commonality to what will attract employees, and what will retain and engage them.

GET

The organization cares about employee's wellbeing

The organization's leadership is ethical, open and transparent

The organization is diverse and inclusive of all people

The organization's financial stability

KEEP

This organization has a work environment that allows me to grow and develop.

Employees of this organization are treated with dignity and respect.

I understand what I need to do to be successful in my job.

My job is challenging enough to suit me.

Senior leadership's actions reflect their commitment to this organization's vision and values.

Flexibility

High Trust Organizations

Why you need to care...



- 74% **less stressed**
- 106% **more energy** at work
- 50% more **productive**
- 13% fewer **sick days**
- 76% more **engaged**
- 88% more likely to recommend your institution to family and friends as a **great place to work**
- They feel 66% closer to their **colleagues**
- 40% less likely to **experience burnout**

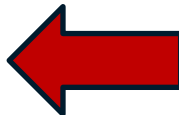
Trust Busters and Builders

Trust **BUSTERS**

1. Making promises you can't keep
2. Inconsistency between what you say and how you behave
3. Micromanage and resist delegating
4. Spinning the truth
5. Downplaying others' talents, knowledge and skills
6. Tolerating bad behavior

How do you build trust?

Less This



More This



Trust **BUILDERS**

1. Lead by example. Want trust? Give trust!
2. Communicate openly and honestly. Actively listen.
3. Be accessible, build connections and collaboration
4. Model the values
5. Allow vulnerability
6. Recognize and appreciate

- How can this be applied?

- How should people be developed?

Readiness Is the Main Focus in Succession Planning

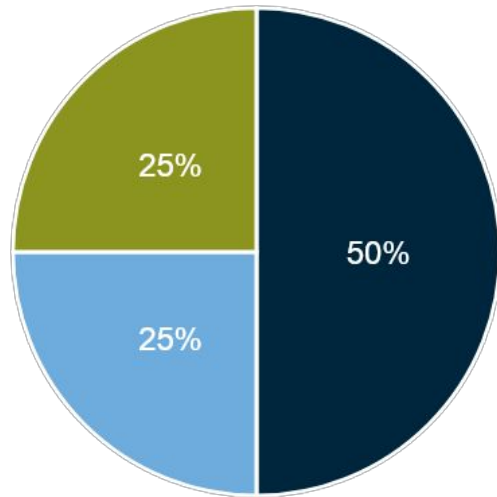
Potential, Performance, and Readiness are three different things

Topic	Potential	Performance	Readiness
Definition	Ability to quickly and easily develop into substantially different and more challenging roles.	Ability to fulfill the responsibilities of a given role while also exhibiting the competencies and values of the organization.	Ability to move into a given role and perform at a Meets Expectations level after a reasonable integration period.
Typical Categories	High Potential Medium Potential Low Potential	Exceeds Expectations Meets Expectations Does Not Meet Expectations	Ready Now Ready in 1 Year Ready in 2+ Years
Stability	High.	Moderate.	Moderate.
Ability to Develop	Low.	High.	Moderate.
Focus of Development	Generally-oriented experiences and programs targeting development of skills applicable to a wide range of roles (e.g., strategic thinking).	Technical development targeting responsibilities (e.g., financial modeling) or behavioral development targeting competencies (e.g., conflict resolution).	Skills and experiences needed for the person to move to the next level of readiness (e.g., growing a large global customer account).
Referent / Level of Analysis	A single person.	A single performance period (e.g., a year).	A single role (e.g., CFO).
Distribution / Scarcity	Typically 5% - 10% of the workforce is high potential.	Typically 100% of the workforce fits into a categorization like the one above.	Typically VP and more senior roles are included in succession plans. Each role in the succession plan will likely have 2-5 employees assigned.

An Intentional Approach to Development Is Needed

An approximate 50-25-25 mix is a good fit for most organizations.

Approaches to Development



50% from on-the-job exposure.

25% from other people, typically mentors.

25% from traditional courses covering relevant topics.

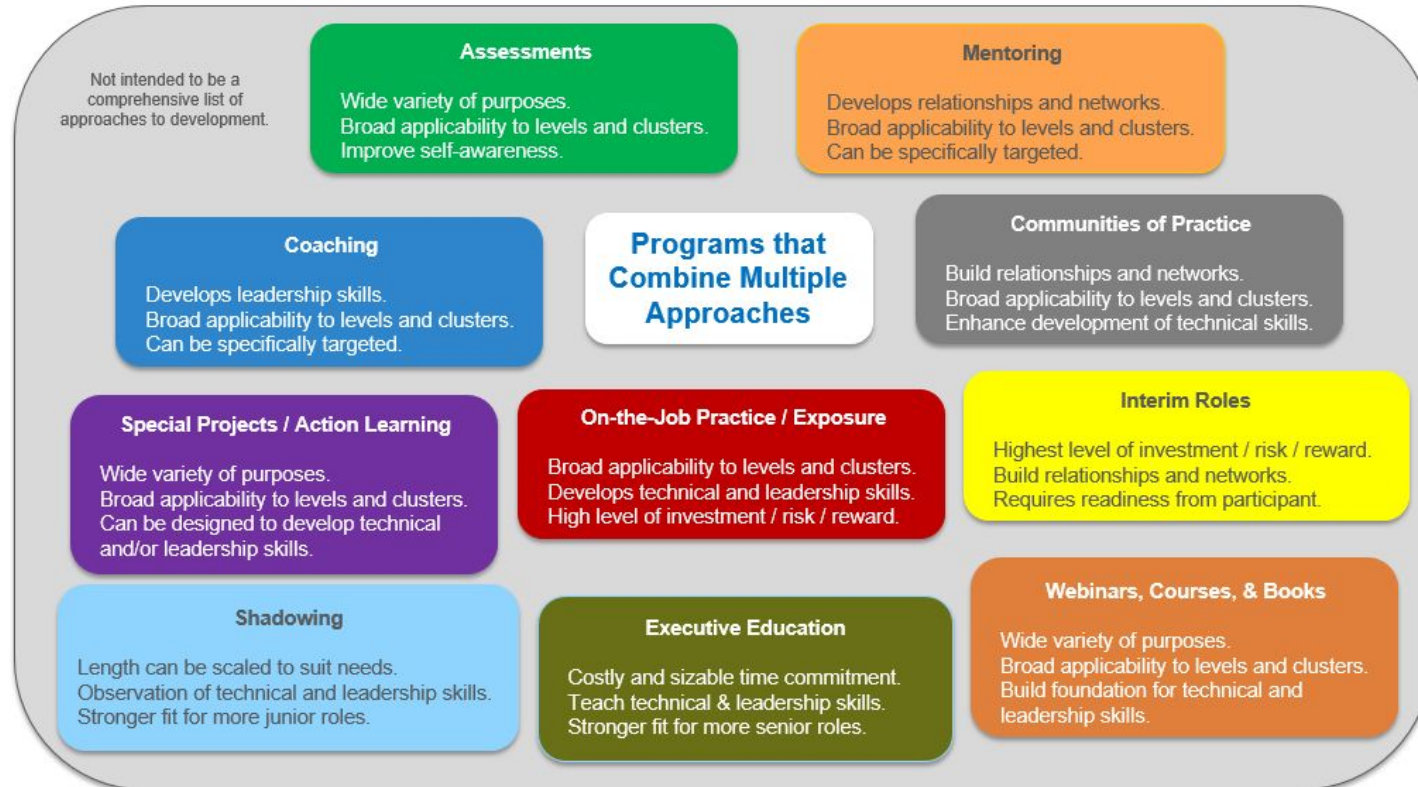
■ On-the-Job Exposure ■ Other People ■ Traditional

More About Each of the Three Approaches

The three approaches to development have different characteristics.

Topic	Traditional	Other People	Exposure
Purpose	Build a foundation of knowledge, self-awareness, and various skills.	Continue to develop skills and build a network of relationships.	Extend skill development, while also contributing to organizational outcomes and getting exposure to senior leaders.
Participant Takeaway	This organization is investing in me.	This organization is investing in me. I am building a network here.	This organization is investing in me. I am building a network here. I am being given new challenges.
Career Risk	Low.	Moderate.	High, but manageable.
Upfront Work	Low (many strong off-the-shelf offerings).	Moderate (mentors, etc. can function effectively with training / support).	High (experiences have to be designed and managed intensively).
Organizational Support	Low (substantial outsourcing opportunities).	Moderate (some outsourcing opportunities).	High (minimal outsourcing opportunities).
Timeline to Complete	Typically ranges from 10 minutes to 3 days.	Typically ranges from 1-2 hours/week for 3-6 months; possibly more.	Typically ranges from 10-40 hours/week for 6-12 months; possibly more.
Career / Tenure Timing	Best to overweight early; provides a foundation for other people and experiences.	Best to overweight early-mid career; leverage courses and build network to boost future development.	Best to overweight mid-late career; leverage courses and network.

Different Channels Within Each of the Three Approaches



- How can this be applied?

Q & A