

---

# *Inspiring an Unmotivated Workforce*

---

CAUBO Conference – June 14, 2016

Ashley Brown, Sherrard Kuzz LLP

Cheryl Sutton, Nipissing University



---

250 Yonge Street Suite 3300  
Toronto, Ontario M5B 2L7  
Tel 416.603.0700  
Fax 416.603.6035  
24 Hour 416.420.0738  
[www.sherrardkuzz.com](http://www.sherrardkuzz.com)

---

# Employee Engagement

- According to Gallup's 2013 State of the Global Workforce, only:
  - 13% of employees worldwide are engaged
  - 30% of employees in the United States are engaged
  - 16% of employees in Canada are engaged

---

# Employee Engagement

- Gallup's 2013 State of the Global Workforce also found:
  - 70% of Canadian employees are not engaged
  - 14% of Canadian employees are actively disengaged

---

# Employee Engagement

- What does it mean for an employee to be:
  - Engaged
  - Not engaged
  - Actively disengaged

---

# Challenges for Educational Institutions

- Funding cuts
- Diverse workplaces
- Changing industry expectations and institutional directions
- Strained labour / employee relations

---

# Nipissing's Experience

- Decreased employee engagement
- Significant contributing factors:
  - Downsizing
  - Labour disruption

---

# Sources of Employee Dissatisfaction

- Favouritism
- Lack of respect
- Poor working conditions
- Lack of job security
- Downsizing
- Rapid growth
- Peer pressure
- Misinformation
- Management style

---

# Generational Differences

- 4 generations working side-by-side
  - The Veterans (born 1920-1945)
  - Baby Boomers (born 1946-1964)
  - Generation X (born 1965-1979)
  - Generation Y/Millennials (born 1980-2000)



# Generational Differences

## ■ Potential differences between older and younger employees

### □ Older employees tend to be:

- more interested in job security and opportunities to “move up”
- comfortable in a stratified workplace with clear chain of command

### □ Younger employees tend to:

- desire a collaborative work environment with a flatter management structure and greater decision making freedom
- require feedback that is immediate, frequent, clear and specific
- Prefer ongoing informal feedback often preferred to formal performance reviews

---

# Engaging Generation X & Y

- Young employees have unprecedented career mobility and flexibility
- The reward of staying on the job is not enough
- Specific, meaningful and timely recognition is the path to engagement:
  - Peer-based recognition
  - Outcome-based recognition
  - Public recognition

# Engaging Generation X & Y

- Human Capital Institute’s “best principles” for applying recognition programs
  1. Use both formal and informal recognition
  2. Provide a wide variety of recognition rewards
  3. Emphasize the recognition of increased quality in performance instead of simply quantity of effort
  4. Recognize employees frequently
  5. Reward activities that are linked to specific business objectives and/or desired cultural values
  6. Measure the cost of the recognition and rewards system and the benefits gained

---

# Nipissing's Experience

- Generational differences in the workplace
- Existing reward and recognition initiatives
- Future plans to increase engagement

---

# Bridging the Gap

The key to engaging employees of any generation:

**Effective Leadership**

# The Importance of Leadership

*“Here’s something they’ll probably never teach you in business school: The single biggest decision you make in your job – bigger than all of the rest – is who you name manager. When you name the wrong person manager, nothing fixes that bad decision. Not compensation, not benefits – nothing”*

- Gallup CEO Jim Clifton

---

# Leaders: Best Boss

- Who are the best leaders you have had?
- What are the qualities of your great leaders?
- What was the impact on you?

---

# Nipissing's Experience

- Leadership training

- What's been done in the past

- Future plans

- Is there value added?



---

*“People often say that motivation doesn’t last. Well, neither does bathing – that’s why we recommend it daily.”*

**- Zig Ziglar**



250 Yonge Street, Suite 3300  
Toronto, Ontario, Canada M5B 2L7

416.603.0700 Phone  
416.420.0738 24 Hour  
416.603.6035 Fax

[www.sherrardkuzz.com](http://www.sherrardkuzz.com)



**LEXP**ERT RANKED



- 
- The information contained in this presentation is provided for general information purposes only and does not constitute legal or other professional advice.
  - Reading this presentation does not create a lawyer-client relationship with Sherrard Kuzz LLP.
  - Readers are advised to seek specific legal advice from members of Sherrard Kuzz LLP (or alternate legal counsel) in relation to any decision or course of action contemplated.