



JANUARY 2011

GEN X AND Y: TELL US WHAT YOU WANT

CPIBN to Sponsor Research Project

There is a “perfect storm” brewing in today’s workforce that unless understood and properly addressed could **impact business performance** more profoundly than the current weak global economy has.

There is unsettledness in today’s society. An increasing proportion of people do not feel comfortable with their present circumstances. Because of this, **people are now significantly more open about changing jobs** or changing careers...than just a few years ago.

At the center of the “perfect storm” for businesses is retention of their Top Performers. Retention of Top Performers is critical to the long term health and success of a business. Studies have repeatedly shown that **retaining Top Performers** ensures productivity, customer satisfaction, sales retention and growth, and employee engagement (*satisfied workers*). Studies also show that the loss of even one (cont’d page 4)

Career Partners

there is a difference.

Our unique formula for success starts with the **relentless pursuit** of quality by staffing certified coaches who use standard processes and technology in a consultant driven approach.

We are committed to outcomes, for the candidate, the client, the family and the community.

We have a passion for the individual’s success.

We offer unparalleled **emphasis on strategy** and planning.

We are **dedicated to the transition process** in every capacity: search services, training, leadership development, mature workforce planning and outplacement.

CAREER TRANSITION

The Way to Work in WNY

What we see from the career center is that activity in western New York surrounding job loss and “restructuring” has settled down for the near future. The normal shifting and moving of people is expected in 2011 with projects in WNY and referrals due to acquisitions and mergers. Over the past 24 months **CPIBN has transitioned hundreds of individuals** as they left the comfort and “security” of a former position. They worked through the change by continuing down the same path or making the decision to reinvent themselves with a career change.

As we reflect on the numbers and reality of that experience there are a few things that we have learned. Unlike the early ‘90’s when candidates were hard-pressed to land an interview for months, people job hunting today in the Buffalo/Niagara region **capitalize on change with opportunity**. People who are willing to assess, identify and learn are the most successful as they adapt to the ever-changing work environment.

And we are convinced that after 25 years in this business one thing will never change: **WNYers do not want to leave the area** and will do what it takes to remain here. Thank you to our clients for entrusting their exiting employees to the staff of CPIBN who give **quality support, counsel** and **care**. *We’re in the business of helping people and we do it every day.*



Carleen MacKay
Dir. CPI Mature Workforce Initiatives

Voice of the Mature Workforce

Director Mature Workforce Career Partners Int'l.

Across the nation, on stage and in the media, Carleen MacKay has established a reputation as **one of a very few experts in the U.S.** specialized in all aspects of developing products and services for the maturing workforce and the employers who hire or engage them.

She is a practitioner, not an academic, highly experienced with organizational change practices, especially in the face of the need to adjust quickly to the challenges our nation faces.

Carleen conceptualized, researched, developed and authored or co-authored three books. Carleen's current work is principally focused on **developing proprietary products for leaders and their staffs** in both the private and public sectors including Career Partners International. She presents keynote speeches and develops and delivers training programs to Learning & Development staffs and to the coaches who must then adjust their coaching methodologies to target the unique needs of a maturing workforce.

Certified LifeOptions© Retirement Coaches

Workforce planning in the future will look different – especially when it comes to mature workforce utilization. Empower mature workers to chart their life options by mapping a strategic springboard to highly profitable, unconventional future relationships with them. Certified to deliver this program are Principal Dottie Austin, Master Consultant Todd Nicholas and Consultant Diane Robinson.

Ageless in America's "Myth Cards" were written to ensure that the many biases and myths about hiring or engaging mature workers were dispelled with solid facts.

Myth #38

Mature workers are not committed to the success of their employers because they are just hanging out until they retire. Hire people who have demonstrated high work ethics and values and you get **character**, the center point of successful workforces.

Some workers from every generation coast from the time they start working until the day they leave the workforce. However, studies support that most mature workers have a strong sense of the work ethic and a high level of loyalty to their employers.

Tips we share with our candidates:

You are competing with the largest group in the workforce – your cohorts – the Boomers! Up the ante. Make certain your skills and competencies are current.

Do your homework about the employer's history, successes and current challenges. Develop questions based on this information to demonstrate that you care about the employer and the job opportunity. This demonstrates respect and the commitment.

Relate examples of how you went above and beyond the call of duty in previous jobs to contribute to the success of former employers.

CPIBN HAS GONE SOCIAL



In social media, the winner is content. Good content, sharable content, and client-driven content will allow us all to have a broader spectrum of information and an easier way to connect with our client.

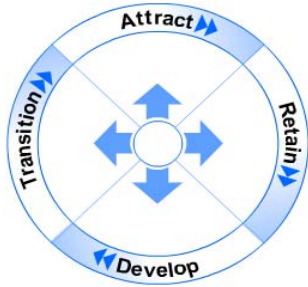


Communication has certainly come a long way! Many businesses are realizing that online social venues such as **Facebook, Twitter, LinkedIn and blogs** are cost-effective ways to increase awareness of their brand while creating interactive communities that resonate with what they are about. Whether promoting a product, service or idea, engagement is the key! And that means effectively identifying and inspiring a mission that others wish to get involved with.

Engagement is integral to **CPIBN's social networking strategy**. We view social media as an excellent marketing tool but also a vibrant way to offer our knowledge, experience and support, stimulate discussions and encourage connections. Every day at our Career Center we witness the benefits of the sharing that goes on, and through social media a similar exchange is reaching out further to strengthen our current relationships and build new ones.

CPIBN is in the business of helping people and our arrival on the social networking scene has excited us with increased possibilities of how we can do so! The **CPIBN Facebook Community** reflects the weekly activities, topics, processes and stories that define and energize our organization, welcoming followers to comment and spread the word. There are photographs of lively workshops and job landing celebrations, as well as links to relevant information. **Twitter** offers a quicker way of getting **CPIBN updates** and linking to valuable resources, including our **blog** which we find the perfect place to post insightful articles from our parent Career Partners International and other sources, and welcome contributions and feedback. Our **LinkedIn Profile** offers a very professional way to network with our clients, candidates and alumni, as well as being a great resource for investigating career opportunities.

Visit **www.cpihn.com** to **like us on Facebook, follow us on Twitter, find us on LinkedIn**, and **read our blog**. Join the conversation and keep up with the latest news from Career Partners International Buffalo | Niagara.



Career Management Cycle

Attract

Retain

Develop

Transition

Staff and Associates

Dottie Austin

Principal

MaryEllen Carlo

Search Services

Diane Denton

Administrative Associate

Carol Merrill

Accounting

Todd Nicholas

Master Consultant

Diane Robinson

Business Development

Mark Weigel

Principal



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Gen X and Y

(cont'd from page 1)

Top Performer can negatively impact a company's performance in both tangible ways ... recruitment / relocation costs, etc., as well as intangible ways ... loss of intellectual capital, decreased morale, etc.

What are the elements of that "perfect storm"? There are three elements:

1) **The change in business cultures** ... The weak global economy and the chaotic financial markets have hit many businesses hard, forcing the need for difficult personnel decisions – from staff right-sizing, to benefit reductions, to pay cuts – that might not have been contemplated in better times.

Although these moves have helped many businesses ride out the recession, the impact of these decisions on a company's culture have negatively impacted employee engagement. The results are:

- According to a recent Conference Board study, only 45% of employees are satisfied with their work ... the lowest rate in 22 years.
- A 2010 management study found that 60% of employees say they intend to leave their jobs when the economy improves in 2011.

The impact of these difficult personnel decisions are showing up in the company's human capital. Survey after survey show that today's employee is not staying with their current employer because of job satisfaction, but rather because alternative opportunities are lacking. Once the economy improves, they plan to explore alternative options.

2) **The change in employee demographics** ... as the economy improves, employers will face increasingly severe shortages of qualified, willing workers and the competition for top performers will intensify. Over the next 10 years while Baby Boomers (age 46-64) retire, the upcoming Generation X population numbers 44 million people (ages 31 to 45), compared to 76 million Baby Boomers available for work. Simply stated, there will be fewer people available to work and thus fewer "Top Performers" as defined in today's terms.

3) **The change in employee psychographics** ... following in the footsteps of the Generation X'ers (Gen X) are the Generation Y'ers (Gen Y), aka Millennials ... the so called "pampered offspring" of the Baby Boomers. This generation wants something different ... something different than what their parents have. This generation is all about change and transition. They have taken longer to graduate from college, have changed colleges more often and have changed their majors more often than any other generation. It is not surprising to have the US Department of Labor project that by the time the college Class of 2010 are 38 years old, they will have had 12 to 18 jobs.

CPIBN is sponsoring this research study conducted by Nick Boccolucci, Ph.D., SPHR, Assistant Professor at SUNY Empire State College and Tim Nolan, MBA, Assistant Professor at SUNY Geneseo. The study focuses on identifying what Generation X (Gen X) Star Performers and what Generation Y (Gen Y) Star Performers want from their companies. The results from this study will be available mid 2011.