EMPLOYEE SATISFACTION!
Leading Millennials to Boomers

tips & tricks
Know the end at the beginning

Sarah Schol, LMSW
Sr. Director, Contact Center Operations
CRN OG since 2012

Other positions held with CRN
• Sr. Director, Strategic Initiatives and Northern AZ
  • Director, Strategic Initiatives
• Training Coordinator and Quality Manager
  • Clinical Supervisor
  • Crisis Specialist
Show, don’t tell

Beth Brady, LAC
Director, Training and Public Relations
CRN Vet since 2013

Other positions held with CRN
• Manager, Recovery and Professional Development
• Manager, Recovery and Resiliency
• Crisis to Wellness Supervisor
  • Crisis Specialist
INTRODUCTION

Our mission

Inspiring Hope

Crisis Response Network

Centerpoint For Hope

211 Arizona

Get Connected. Get Answers.

HMIS
Homeless Management Information System
Why us?

WE’RE AWARD WINNING!

• Honorable Mention for Best Contact Center Culture (2018, Customer Contact Week)

• RISE Award for Leadership and Advocacy (2017, Mercy Maricopa)

• IMPACT Award for Community Champion (2017, Greater Phoenix Chamber of Commerce)

• Best Contact Center Culture (2016, Call Center Week Award)

• Best in Class Contact Center <99 Seats (2015, Call Center Week)
Our Workforce

<table>
<thead>
<tr>
<th>Generation</th>
<th>Age Range</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Silent</td>
<td>1928-1945</td>
<td>18%</td>
</tr>
<tr>
<td>Boomers</td>
<td>1946-1964</td>
<td>46%</td>
</tr>
<tr>
<td>Gen X</td>
<td>1965-1980</td>
<td>36%</td>
</tr>
<tr>
<td>Millennials</td>
<td>1981-1996</td>
<td>0%</td>
</tr>
</tbody>
</table>
LOVE ACROSS GENERATIONS

BORN TOO LATE TO EXPERIENCE FREE LOVE

BORN TOO EARLY TO EXPERIENCE TINDER

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Zach Wallen
@Zach_Wallen

I love baby boomers who say "kids don't even know how to write cursive" in a negative way like ok grandma you can't even turn your laptop on without getting 6 viruses and wiring half your retirement money to a Nigerian Prince

2:00 PM - Mar 13, 2018

2,994 1,005 people are talking about this

boredpanda.com

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Fun fact: Kids voting in the next presidential election are the same ones eating Tide Pods.

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Millennials are afraid of gluten.

That's why so few of us are breadwinners.

@NatBaimel
Baby Boomers
1946-1964

Ages 54-72

- Characterized as “workaholics;” committed to their roles
- Good team players; work well with others
- Regarded as excellent mentors to colleagues and juniors in company
- Prefer discipline; less inclined to welcome change
- Competitive; need recognition & rewards to keep them motivated
- Least tech savvy; difficulty keeping up with changes
Gen X’ers
1965-1980
Ages 38-53

- 70% of companies believe Gen X are the best overall workers
- Committed to juggling work/life balance and family time
- Considered biggest revenue generators overall
- Less than 40% are satisfied with their senior management
- Less likely to say something if they disagree with management
- Value efficiency over spending increased time on quality
Millennials
1981-1996
Ages 22-37

- Considered most independent workers
- Concerned with the ethics and social responsibility of their organization
- Grown up sourcing own info; need to be left to own process rather than told exact instructions
- Not as interested in teamwork
- Do not have as strong a work ethic as other generations (typically work less hours)
- Impatient when it comes to career growth (71% likely to leave before two years if they feel their leaderships are not being developed)
Average Years of Service (YOS) at CRN

% of Staff with > 3.4 YOS (CRN's Average)

Silent | Boomers | Generation X | Millennials

Silent | Boomers | Generation X | Millennials

16 | 100% | 63% | 29% | 28%

5.5 | 3.3 | 2.2

0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100%

0 | 2 | 4 | 6 | 8 | 10 | 12 | 14 | 16
Let’s Review

What does this data tell you?

<table>
<thead>
<tr>
<th>Generation</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Silent (1)</td>
<td>0%</td>
</tr>
<tr>
<td>Boomers (33)</td>
<td>18%</td>
</tr>
<tr>
<td>Generation X (86)</td>
<td>46%</td>
</tr>
<tr>
<td>Millennials (66)</td>
<td>36%</td>
</tr>
</tbody>
</table>

- Silent (1928-1945)
- Boomers (1946-1964)
- Generation X (1965-1980)
STOP!

DON’T GENERALIZE

Assume Nothing
Stop using labels
Regularly check your own bias
Pay attention to people, not trends
Embrace the diversity within each generation

Jessica Kriegal (author of Unfairly Labeled: How Your Workplace Can Benefit From Ditching Generational Stereotypes)
“CUSTOMERS WILLNever love a company until the employee loves it first.”

— SIMON SINEK
CRN’s Approach

• Seek all employee’s feedback and opinions with confidential/supportive methods
• When possible, implement employee suggested/requested changes
• Provide supervision, feedback, and support based on the needs of the individual
• Leadership transparency
• Open-door policy
• Focus on employees first

Our Values

Compassion
Effort
Ownership
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BARRIERS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>1</strong></td>
<td>Largest line of business is a 24/7/365 contact center environment. Making it difficult for employees to participate during shifts</td>
</tr>
<tr>
<td><strong>2</strong></td>
<td>Lack of trust Two years of senior leadership turnover</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td>Fear of change</td>
</tr>
<tr>
<td><strong>4</strong></td>
<td>Finding ways to get honest and open employee feedback</td>
</tr>
<tr>
<td><strong>5</strong></td>
<td>Lack of transparency and communication, across all levels</td>
</tr>
</tbody>
</table>
RECOGNIZING SIGNS
of compassion fatigue that leads to decreased empathy and productivity across generations

1. Increase in irritability, absenteeism and negativity toward management/organization
2. Strong reluctance around change
   Inability to complete tasks/deadlines
3. Decreased empathy or patience for clients
4. Isolation or disengagement from other employees
   Increase in complaints about individual employee
5. Lack of vision for the future
SUCCESES
activities focused on employees satisfaction

1. Kudos Korner
   (or any other type of instantaneous employee feedback)

2. Trauma Informed Care Committee that is focused on employees and customers

3. Employee Engagement Committee
   Spirit Weeks
   Lip Sync Battle
   Dress up days
   Quarterly Meals
   Team Builders

4. Adding a line item specifically for employee awards, appreciation and activities

5. Consider a space refresh
“This company has changed so much in the past couple years. Mostly due to the radical change in leadership the past two years. The difference has been remarkable with leaders who truly care about their staff and are committed to supporting the community.

While it has taken a while to change the culture of this company, the leadership has continued to strive to improve the company, our services to the community, and satisfaction of staff. Turnover rate has plummeted, and staff who left prior to the change in leadership are coming back! I am so impressed and proud of our team, there is no place else I would rather be.”

- Employee in 2016
BPW

2015-2017

Best Places to Work

External third party anonymous survey to gather honest feedback from employees
## CRN Sample Data

### Standard Items

<table>
<thead>
<tr>
<th>Item</th>
<th>Valid N</th>
<th>% of Respondents</th>
<th>Response Distribution by %</th>
<th>Avg. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>24. I understand how my job helps the organization achieve success.</td>
<td>106</td>
<td>63 31 5 1 0 0 0</td>
<td>5.57</td>
<td></td>
</tr>
<tr>
<td>2. I enjoy doing my work.</td>
<td>108</td>
<td>61 32 3 2 2 0 0</td>
<td>5.49</td>
<td></td>
</tr>
<tr>
<td>6. I am always thinking about ways to do my job better.</td>
<td>108</td>
<td>69 23 6 2 1 0 0</td>
<td>5.56</td>
<td></td>
</tr>
</tbody>
</table>

### Strengths

<table>
<thead>
<tr>
<th>Item</th>
<th>Percent</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. I find my job interesting and challenging. (Category: Personal Engagement)</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>22. My immediate manager cares about me as a person. (Category: Manager Effectiveness)</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>25. Everyone here is treated fairly regardless of race, gender, age, ethnic background, disability, sexual orientation, or other differences. (Category: Trust in Leadership)</td>
<td>79%</td>
<td></td>
</tr>
</tbody>
</table>

### Opportunities

<table>
<thead>
<tr>
<th>Item</th>
<th>Percent</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. I am paid fairly. (Category: Individual Needs)</td>
<td>67%</td>
<td></td>
</tr>
<tr>
<td>29. The benefits offered here meet my and my family’s needs. (Category: Individual Needs)</td>
<td>73%</td>
<td></td>
</tr>
<tr>
<td>4. No Opportunity #3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Weaknesses

<table>
<thead>
<tr>
<th>Item</th>
<th>Percent</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>12. When the organization makes changes, I understand why. (Category: Communication and Resources)</td>
<td>63%</td>
<td></td>
</tr>
<tr>
<td>19. If I contribute to the organization’s success, I know I will be recognized. (Category: Personal Engagement)</td>
<td>54%</td>
<td></td>
</tr>
<tr>
<td>18. I see professional growth and career development opportunities for myself in this organization. (Category: Personal Engagement)</td>
<td>50%</td>
<td></td>
</tr>
</tbody>
</table>

### Threats

<table>
<thead>
<tr>
<th>Item</th>
<th>Percent</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. It would take a lot to get me to leave this organization. (Category: Personal Engagement)</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>17. I am proud to work here. (Category: Personal Engagement)</td>
<td>76%</td>
<td></td>
</tr>
<tr>
<td>19. If I contribute to the organization’s success, I know I will be recognized. (Category: Personal Engagement)</td>
<td>50%</td>
<td></td>
</tr>
</tbody>
</table>

* Organization = PHO-Crisis Response Network
* PreYear = Previous Year
Excellence requires discomfort

- 2015: 4.6%
- 2016: 9.09%
- 2017: 2%

% Hostile Employees
When things don’t happen right away just remember, it takes six months to build a Rolls Royce and 13 hours to build a Toyota.
“YOU CAN’T EXPECT YOUR EMPLOYEES TO EXCEED THE EXPECTATIONS OF YOUR CUSTOMERS IF YOU DON’T EXCEED THE EMPLOYEE’S EXPECTATIONS OF MANAGEMENT.”

— HOWARD SCHULTZ
Crisis Response Network
Inspiring Hope

THANK YOU!

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Beth.Brady@crisisnetwork.org