

Workforce Planning: Maximizing the New Reality of a Revolving Workforce

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The LeBron James Effect

Impact to Cleveland:		What We Can Learn
Left the Cavaliers in 2010.	 A photograph of LeBron James from behind, wearing a dark blue Cleveland Cavaliers jersey with the number 23. He has his arms raised in celebration, and a large plume of white smoke or confetti is rising from his hands. The background shows a crowded arena with bright lights and various advertisements.	“A” players to “A” managers.
Franchise value plummeted.		Pre-exit interviews.
25% attendance drop.		Talent’s short-term goals.
Losing record.		Development and the company’s mission.

The Millennial Effect

Millennial Branding Reports...		Noticeable Employer Trends	
Majority Workforce.		Losing talent for reasons.	
Shorter tenure.		Millennial turnover is costly!	
Multiple careers!		Companies exploring retention programs.	
2:1 turnover.			
Must increase millennial retention rates!			
Millennial Values			
Work-Life Balance.	Flexibility.	Workplace Culture.	Develop a plan.

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Engagement is Key!

Day 1: On-Boarding!

Mission Focus.

Role in company
& connection to
customer.

Excitement &
Fun!

Half the
turnover of
peers.

22% more
productive.



Continue to Engage!

Fortune 100 Best.

Engagement &
Development.

Yummy vs. Yucky
1=3 rule.

Maintaining talent
though
engagement.

IN-Boarding to Create Resiliency

Why?

Continuity.

Top performers rise!

Deeper Bench.

Aligns with company goals.



How?

No rigid job descriptions.

Communication!

Identify employee's goals.

Present opportunities IN-Board.

Transportation

Best IN-Boarding Practices

MAX:

DART, LA-Metro, Denver RTD, MARTA

Greater Cleveland RTA:

In Collaboration with Cleveland State University, 22-month Rotation Management Development program.

Dallas Area Rapid Transit:

Entry level skills training programs. Management and Executive level Leadership training via SMU Cox School of Business.



What CEOs Must Do

**Identify
Talent!**

**Onboard and
Inboard!**

**Promote
Engagement!**

**Understand the
Millennial
Workforce!**



**Encourage
Development!**

**Develop Your
Talent Pipeline!**

**Challenge your
leadership team!**

**Become
INTRAPENEURS!**