

Employer Partnerships in the Post-Recession Era

Part 1: The Mid-Level Management Challenge



Max Milder
Consultant
mmilder@eab.com

COE Forum

Navigating GoToWebinar



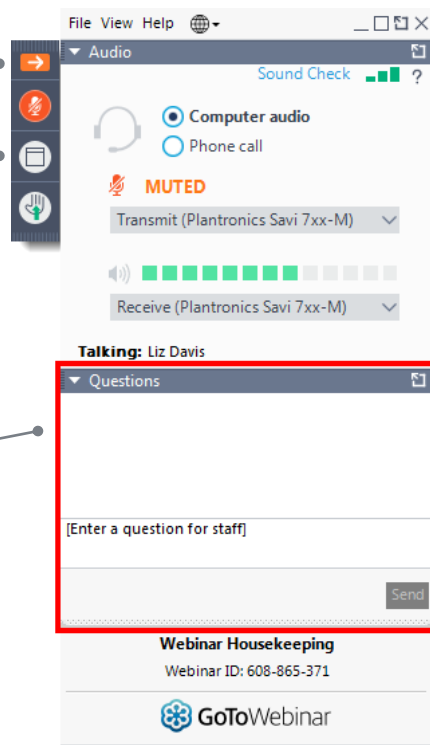
Basic Logistics

Click the orange button to open or hide the control panel.

Click the gray button with the screen icon to make the presentation full screen.

To Ask a Question

Enter questions or comments in the question box and click "Send."



▶ Start with best practices research

- › Research Forums for presidents, provosts, chief business officers, and key academic and administrative leaders
- › At the core of all we do
- › Peer-tested best practices research
- › Answers to the most pressing issues

▶ Then hardwire those insights into your organization using our technology & services

Enrollment Management

Our **Royall & Company** division provides data-driven undergraduate and graduate solutions that target qualified prospective students; build relationships throughout the search, application, and yield process; and optimize financial aid resources.

Student Success

Members, including four- and two-year institutions, use the **Student Success Collaborative**[™] combination of analytics, interaction and workflow technology, and consulting to support, retain, and graduate more students.

Growth and Academic Operations

Our **Academic Performance Solutions** group partners with university academic and business leaders to help make smart resource trade-offs, improve academic efficiency, and grow academic program revenues.

1,100⁺

College and university members

10,000⁺

Research interviews per year

250M⁺

Course records in our student success analytic models

1.2B⁺

Student interactions

The University-to-Business Paradigm Shift

“We should not seek a ‘sale’ in our work but rather a ‘partnership’ through which multiple sales occur and value is exchanged between the university and partner organization. Indeed, **the ability to foster University-to-Business (U2B) partnerships contributes to the success of Professional and Continuing Education units within the new entrepreneurial university paradigm.**”

George Irvine, University of Delaware

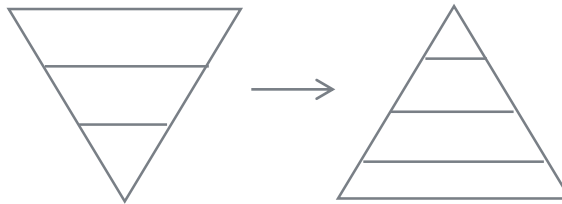
1 The Mid-Level Management Challenge

Five forces reshape the employment landscape



2 New Disciplines in Securing Best-Fit Partnerships

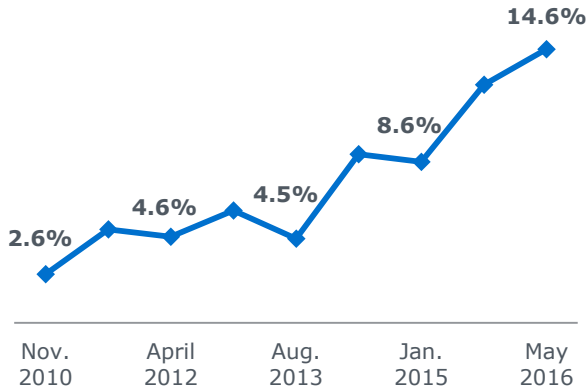
Complex employer purchasing flips traditional B2B sales processes



The Post-Recession Talent Imperative

Human Capital More Important than Ever...

Percentage of Firms Citing Quality of Labor as Single Most Important Business Problem



...But Also More Challenging

26

Business day increase in length of hiring process since 2010



Increased expectation on new hires to perform on Day One



More competition creates seller's market for talent

Change Presenting Most Acutely in the Middle



Middle Manager's Plight Has New Dimensions in Today's Complex Environment



Challenges Captured in Headlines

Forbes

"Stuck in the Middle with You: A Survival Guide for Middle Managers."—*Forbes* (Apr. 2016)

The Atlantic

"The Secret Suffering of the Middle Manager"—*Atlantic* (Aug. 2015)

BUSINESS INSIDER

"Why It's Hard To Be a Middle Manager"—*Business Insider* (Sep. 2015)

46%

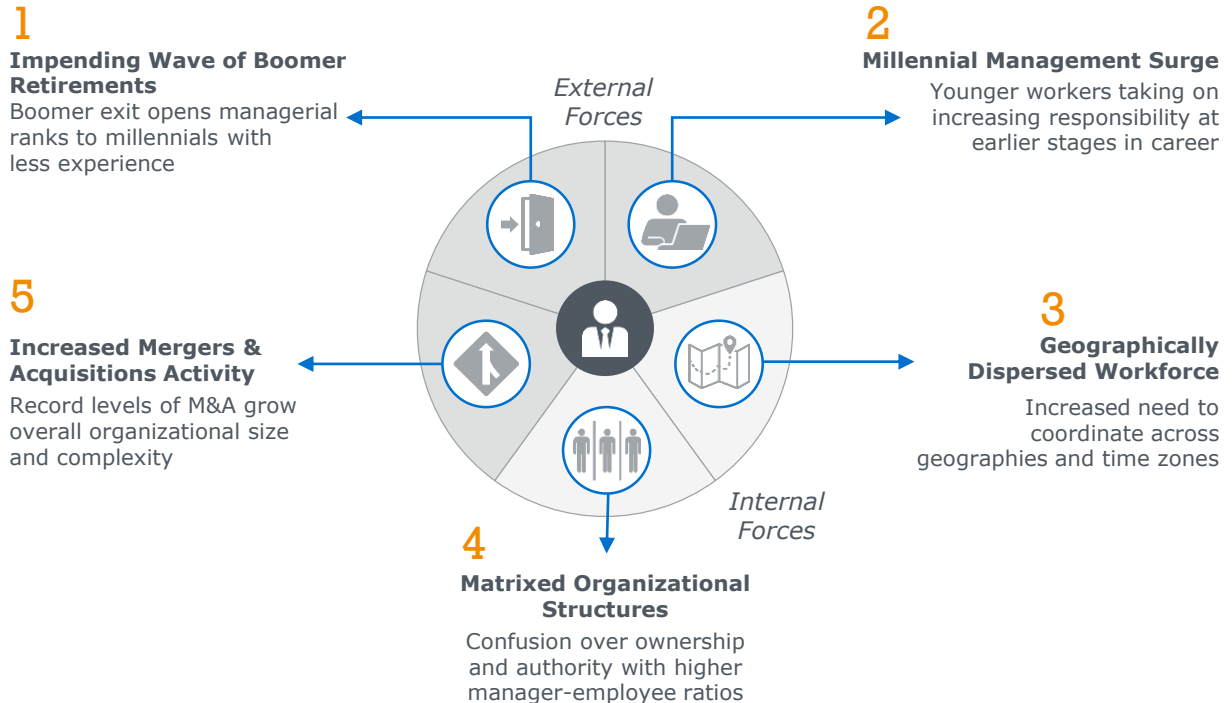
Percentage of CEO's that rate middle managers as most immediate training need

But what is uniquely challenging now?

Source: Cancialosi C, "Stuck In The Middle With You: A Survival Guide for Middle Managers," *Forbes*, 2016; Lam B, "The Secret Suffering of the Middle Manager," *The Atlantic*, 2015; Lebowitz S, "Why It's Hard To Be a Middle Manager," *Business Insider*, 2015; Pollock S, "The Problem With Middle Management," *ClearCompany*, 2015; EAB interviews and analysis.

The Mid-Level Management Challenge

Five Forces Converging on Middle Managers





Generational Shift Impacting Management Ranks

10K

Number of US Baby Boomers Retiring Daily

Millennials Assume More Responsibility

Projection of Millennial Share of US Workforce



34% of Workforce
Boomers retire



46% of Workforce
Last Millennials graduate from college



75% of Workforce

Filling the Void Adds Two Organizational Burdens

1 Declining Institutional Knowledge

- Fewer role models and mentors
- Increased importance of intentional knowledge transfer

2 Role-based Confusion

- Succession planning more urgent
- Consolidation or loss of positions following attrition

Newly Prioritized Skills

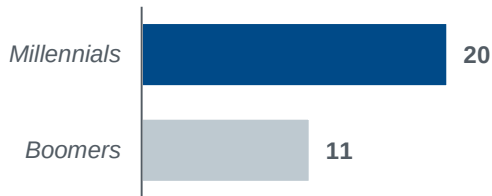
- ☒ Managing experienced staff members with diverse backgrounds
- ☒ Building influence with senior leaders

Source: "The Millennial Generation Research Review," *National Chamber Foundation*, 2012; Brack J, "Maximizing Millennials in the Workplace," *UNC Kenan-Flagler Business School*, 2012; Williams R, "Like it or not, Millennials will change the workplace," *Financial Post*, 2013; Meister J, "Job Hopping Is the 'New Normal' for Millennials: Three Ways to Prevent a Human Resource Nightmare," *Forbes*, 2012; "Infographic: Millennial Entrepreneurship Ascending," *Rasmussen College*, 2013; EAB interviews and analysis.

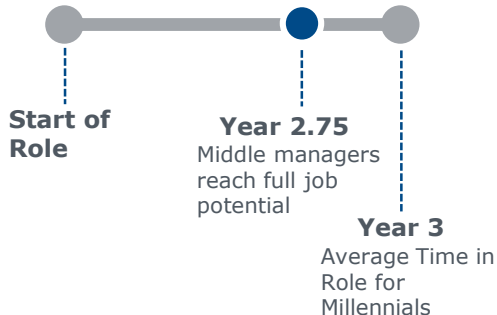
Rise of the Passive Career Seeker

Millennials More Likely to Switch Roles, Companies, and Industries...

Number of Jobs Held Over Lifetime



...Often Just After Reaching Mastery in Current Role



New Platforms For Passive Search



- Launched June 2014
- Connects job seekers with recruiters
- Single profile upload pulled from LinkedIn
- Candidates swipe yes or no on postings
- Recruiters swipe yes or no on candidates

Newly Prioritized Skills

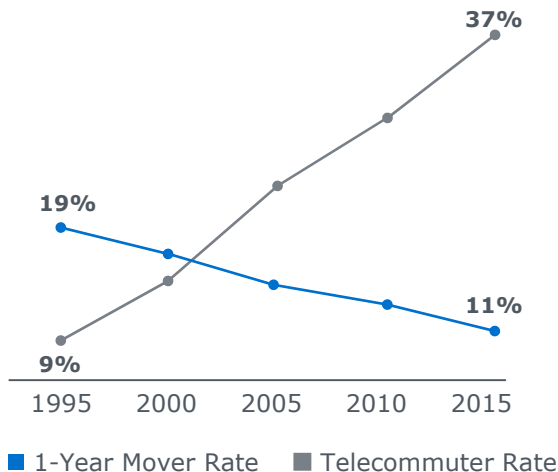
- ☒ Thriving amid role and team turnover
- ☒ Direct report career planning, goal-setting and development

Source: "The Millennial Generation Research Review," *National Chamber Foundation*, 2012; Brack J, "Maximizing Millennials in the Workplace," *UNC Kenan-Flagler Business School*, 2012; Williams R, "Like it or not, Millennials will change the workplace," *Financial Post*, 2013; Meister J, "Job Hopping Is the 'New Normal' for Millennials: Three Ways to Prevent a Human Resource Nightmare," *Forbes*, 2012; "Infographic: Millennial Entrepreneurship Ascending," *Rasmussen College*, 2013; Alterman E, "Tinder for Jobs: Check Out New App Switch" *TheMuse*, accessed Nov. 2016; Pollock S, "The Problem With Middle Management," *ClearCompany*, 2015; EAB interviews and analysis.

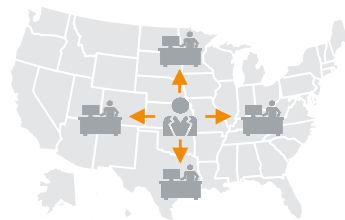
Simultaneously More Local and More Remote

Employees Seek Local, *Flexible* Options

Mover Rate Declines as Telework Increases



Manager as Hub of Remote Teams



67%

Percentage of employees reporting an increase in telework in the last 3 years

Newly Prioritized Skills



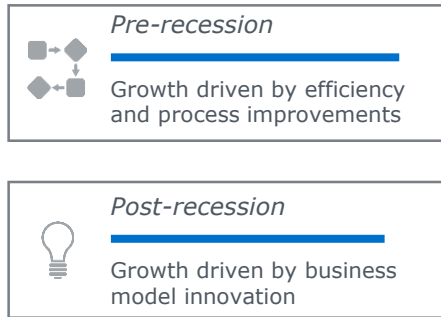
Cross-cultural communication



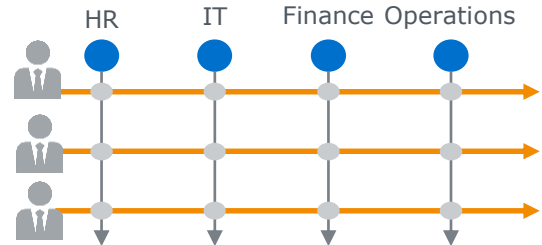
Tech-enabled remote management

Cross-Function and Cross-Silo Complexity

Matrix a Byproduct of the Innovation Imperative...



...But Raises Challenges for Middle Managers



57% Percentage of employees who regularly work with people outside their department or function



In 2013 Zappos shifts to a 'holacracy' org structure, redesigning roles around "work" rather than individuals

Newly Prioritized Skills

- ☒ Rapid prioritization of multiple inputs
- ☒ Advanced communication and leadership skills
- ☒ Ability to lead through influence, persuasion, and informal means

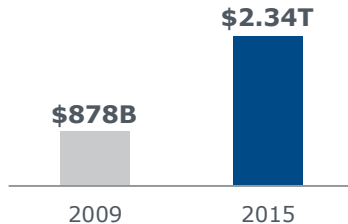
Beyond Function, Companies Converging

Acquisitions Span Multiple Industries



Merger Value Booming

Total Company Value in Dollars



Middle Managers at the Nexus

- 1 Leading integration of units and systems
- 2 Increased number of direct reports

Newly Prioritized Skills

- ☒ Cultural understanding, empathy, and change management
- ☒ Communication across diverse customer and client groups
- ☒ Integrating technical systems, workflows, and processes
- ☒ Leading collaborative decision-making bodies

From Transactional to Strategic Business Partner



Responsibilities of Strategic Human Resources Divisions



Enhancing leadership development



Attracting and retaining top talent

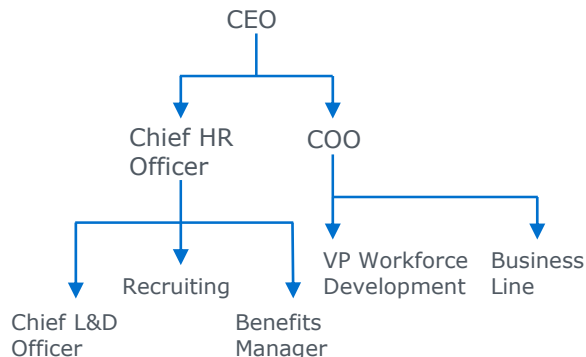


Improving workforce diversity

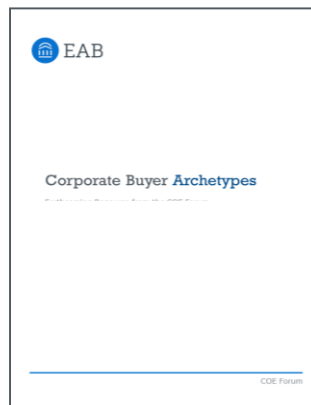


Managing benefits expenses

Strategic Roles Touching HR



Forthcoming COE Resource

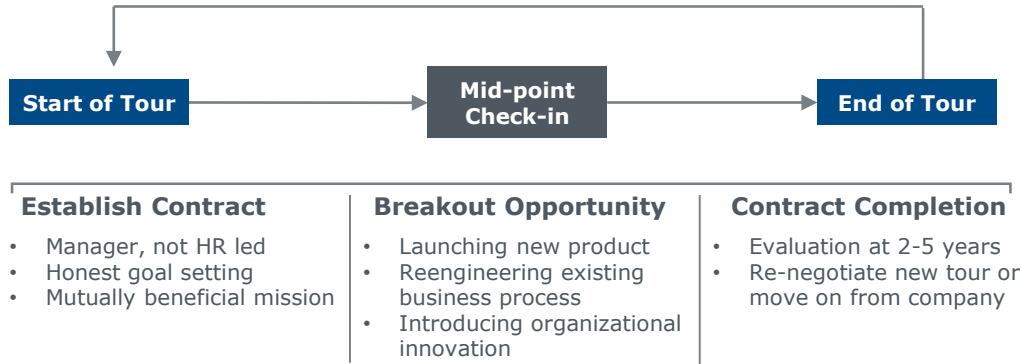


Content Overview:

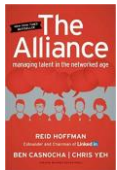
- A compendium of corporate training titles of influencers, key priorities, and challenges
- Provides implementation strategies to prepare your outreach message

Re-Imagining Rotations

Tours of Duty Drive Engagement and Grow Universal Competencies



The Alliance: Managing Talent in the Networked Age



“[Employees] thrive when they’re on a specific “tour of duty”—when they have a mission that’s mutually beneficial to employee and company that can be completed in a realistic period of time.

Reid Hoffman, Founder of LinkedIn, 2014

Questions for COE

- How can you deliver executive training resources to mid-level managers?
- What courseware can support rotational programs?

Source: Hoffman R, “Tours of Duty: How to Organize Modern Employment,” *LinkedIn*, 2014; Hoffman R et al., “Tours of Duty: The New Employer-Employee Compact,” *Harvard Business Review*, 2013; Hoffman R, “The Alliance: Managing Talent in the Networked Age,” 2014; EAB interviews and analysis.

Growing Receptivity to eLearning Benefits

Personalization at Scale with eLearning Modules



“We use e-modules to teach the skills that our new team members need to hit the ground running. **It’s great because we can customize them with face-to-face content**, which allows development of those softer skills as well.

Bloomnet Corporate L&D Officer

Benefits of eLearning



Onboard new hires efficiently

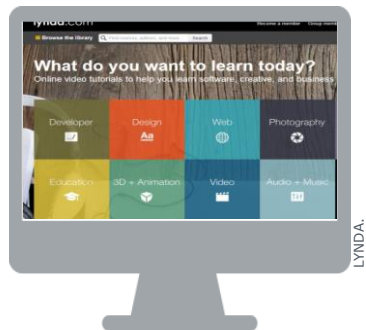


Offer remote, on-demand, wraparound training



Save on cost compared to executive education

Middle Managers take a Cafeteria Approach to Consuming eLearning



Questions for COE

- How can your courses and online learning modules support middle managers?
- What guidance can you provide to employers on driving outcomes from online and self-paced learning?

COE Well-Positioned to Support Mid-Level Goals



The New Mid-Level Challenge



Assuming Larger Roles Earlier

Younger managers that need to upskill quickly in both analytical capabilities and communication skills



Time Constrained, but Seeking Development

Place bound and always connected with need to blend work and education in flexible formats



Demanding Personalized Credentials

Create employable skill sets and credentials to enable more frequent career changes



The Opportunity

1 Expertise in Serving Mid-Career Professionals

Experience working with adult learners across industries

2 Online, Hybrid and Face-to-Face Options

Delivery expertise including combining methods to best augment eLearning with personal guidance

3 Flexible, Customizable and Stackable Credentials

Program innovations that can meet individualized needs of managers across roles, functions and industries

Current Sales Approach is Outdated

Common Failure Paths Illustrate Difficulty of Right-Fit Partnerships



Overly Reactive Approach to Sales

- Staff waste time responding to every inquiry
- Resources not directed towards strongest opportunities or best-fit partners



Dream Partners Out of Reach

- High profile employer prospects unaware of capabilities
- Unable to leverage existing institutional relationships for greater impact



Narrow View of Partnerships

- COE units overly focused on custom training as means of engagement
- Units lack university buy-in for deeper engagement

Reacting Leaves Little Margin for Error

“We had the opportunity to partner with a large petroleum corporation on a training contract. We flew across the globe and bent over backwards to meet their needs, and **by the end we had lost \$200,000.**”

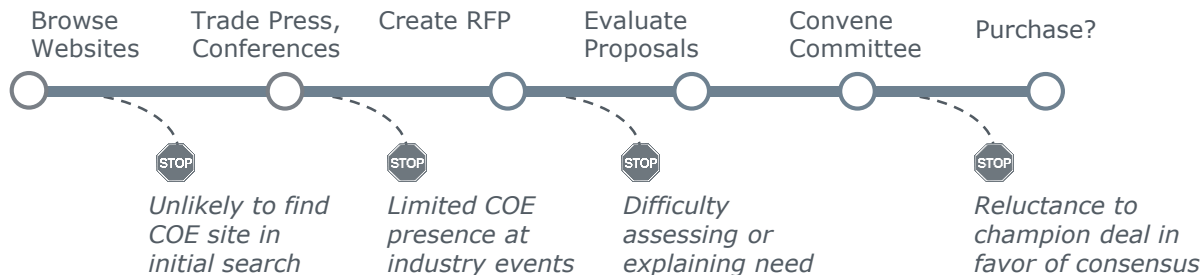
COE Dean, Public Research University



Longer Search, Decision, and Buying Cycles

Partnerships Mimic B2C Trends, Reflect New Organizational Complexity

Current Employer Search Process More Protracted



5.4

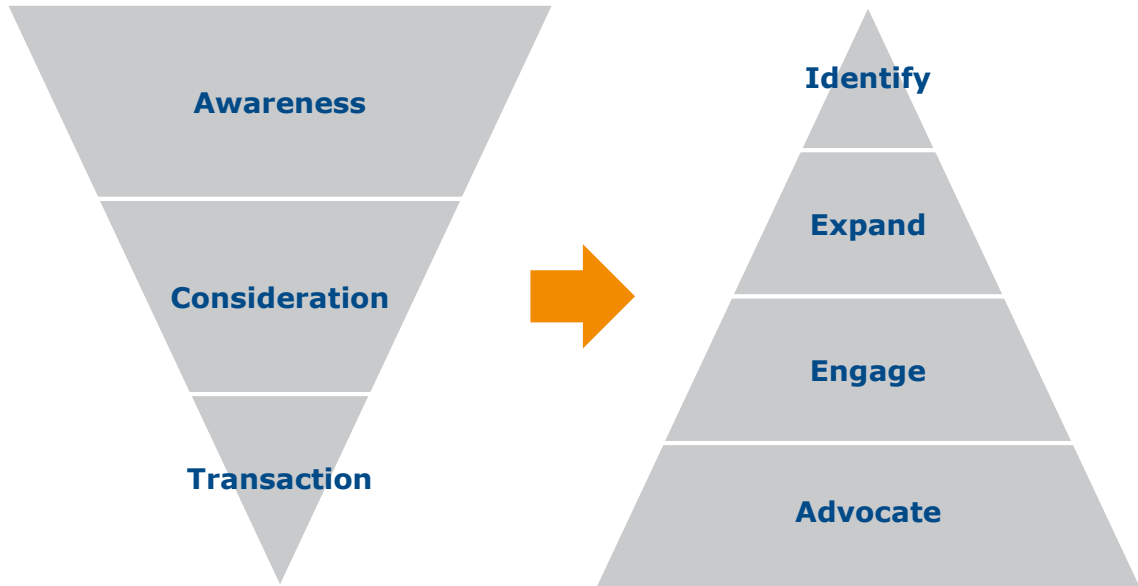
Average number of stakeholders involved in purchase decisions

97%

Percentage of additional time needed to arrive at purchase decisions

B2B Changes in a Client-Empowered World

Complex employer purchasing flips traditional B2B sales processes



New Disciplines in Securing Best-Fit Partnerships



Identify Best-Fit Partners

- #1: Mine internal data to identify prospective partners
 - #2: Advance a mission-centered coordinated approach
-

Speed Decision in a Consensus Purchase

- #3: Leverage labor intelligence to identify and motivate partners
 - #4: Provide a unified vision of partnership that addresses multiple influencers
 - #5: Hardwire needs assessment into partnership development
-

Communicate the Distinct Value of Higher Ed

- #6: Create a single point-of-access to university network
 - #7: Embed employee-centered services to increase engagement
 - #8: Offer onsite customer services to reduce coordinating costs & increase employee results
-

Advocate to Turn Customers into Fans

- #9: Amplify messages of partnership success through end-user networks