Becoming an Employer of Choice
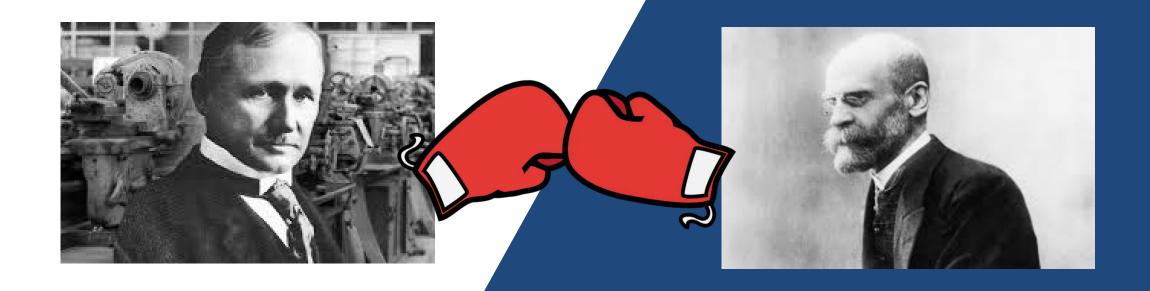
Josh Packard, Ph.D.
CEO, The Packard Group
Professor of Sociology, University of Northern Colorado

The Issues Facing Employers Today are Not Complicated. They're Complex.

When the Only Tool You Have is a Hammer…

We're Using Alone Tools in a Together World.
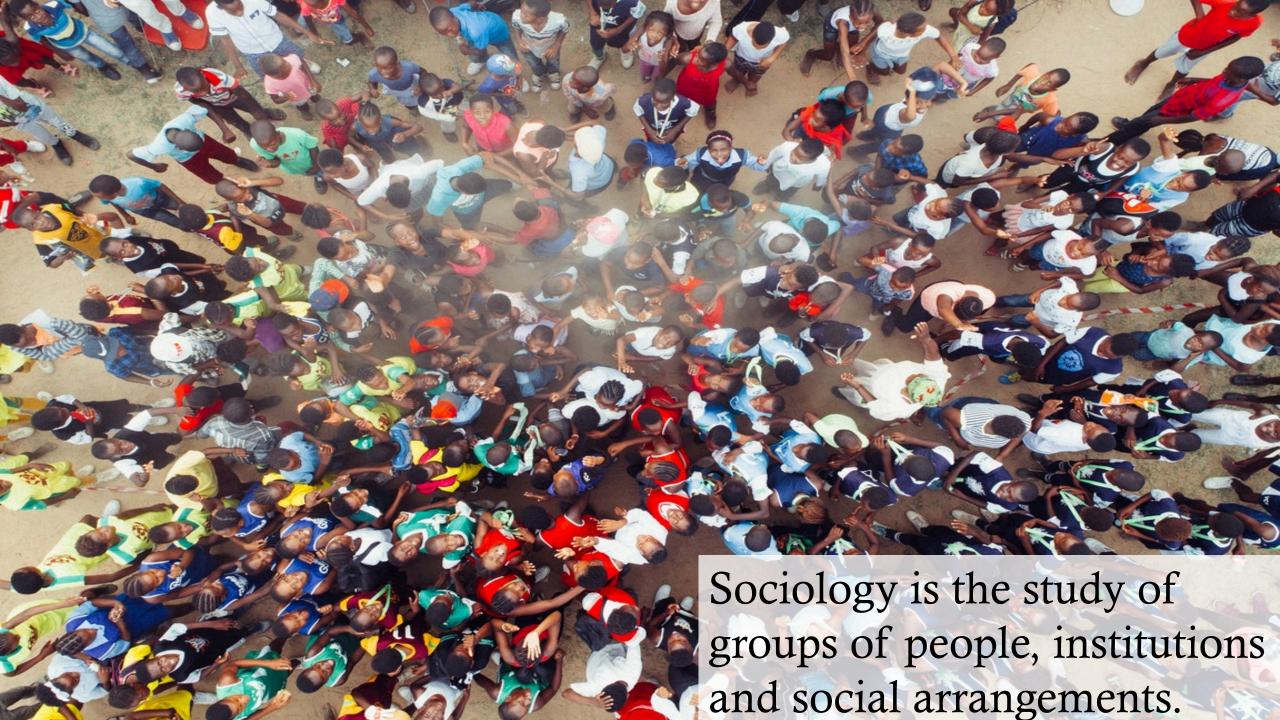
"It is not necessary to change. Survival is not mandatory."
-W. Edwards Deming

Sociology is the study of groups of people, institutions and social arrangements.

You Cannot Control What Happens to the Forest...You Can Only Respond.

The Science of Together

- Think Big and Act Small to Leverage Resources
- Innovation is a Form of Deviance
- There are Types of Activities, Not Types of People
- Irrational Rationality Causes Organizational Decline
- Disruption is Social
- Systems Produce Culture
- Belonging Precedes Believing
- Organizations Seek Perseverance Over Innovation

Luddites

1815

Final Battles

1760s

1830s

Protests Begin

The End

BIG IDEA

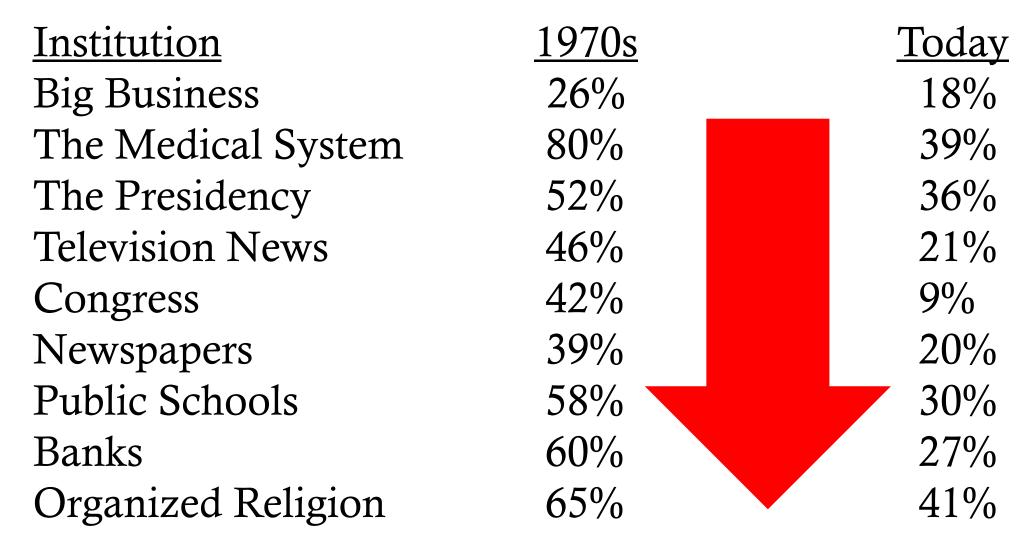We are in the middle of a trust revolution.

Proof

"Trust in others and confidence in institutions, two key indicators of social capital, reached historic lows among Americans in 2012 in two nationally representative surveys that have been administered since the 1970s."
(Twenge, Campbell and Carter 2014)

Trust

Institution	1970s		Today
Big Business	26%		18%
The Medical System	80%		39%
The Presidency	52%		36%
Television News	46%		21%
Congress	42%		9%
Newspapers	39%		20%
Public Schools	58%		30%
Banks	60%		27%
Organized Religion	65%		41%

My Grandfather

Note: Not an actual picture of my grandfather who would hate it if his face was on a big screen in front of strangers.
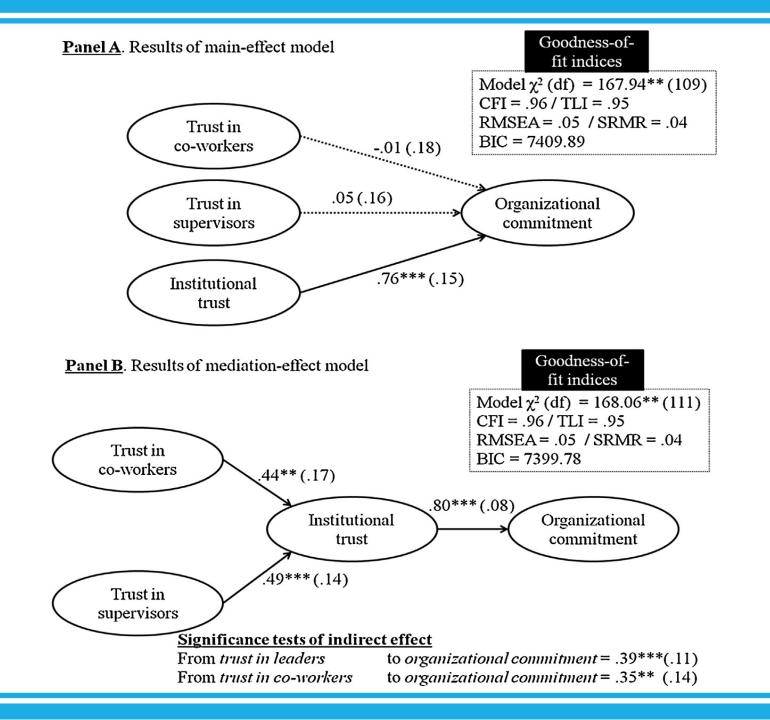
My Students

"We have less trust in employers because so many of our parents did lose their jobs, and they had been loyal to companies. We have less trust in the stock market because it crashed. And I think that a lot of us are worried that it is going to happen again. We are either putting off big life moments and keeping money in our savings [accounts], or we're saying, 'You know what? It could fall apart again tomorrow. Let's travel the world.'"

American millennial as quoted in Deloitte Global Millennial Survey

Trust=Commitment

Panel A. Results of main-effect model

Goodness-of-fit indices

Model χ^2 (df) = 167.94** (109)
CFI = .96 / TLI = .95
RMSEA = .05 / SRMR = .04
BIC = 7409.89

Trust in co-workers

-.01 (.18)

Trust in supervisors

.05 (.16)

Institutional trust

.76*** (.15)

Organizational commitment

Panel B. Results of mediation-effect model

Goodness-of-fit indices

Model χ^2 (df) = 168.06** (111)
CFI = .96 / TLI = .95
RMSEA = .05 / SRMR = .04
BIC = 7399.78

Trust in co-workers

.44** (.17)

Institutional trust

.80*** (.08)

Organizational commitment

Trust in supervisors

.49*** (.14)

Significance tests of indirect effect
From *trust in leaders*   to *organizational commitment* = .39***(.11)
From *trust in co-workers*   to *organizational commitment* = .35** (.14)

Disrupt the Narrative

As long as the story that people are telling themselves about business is that you're untrustworthy, they'll never be committed to your organization.

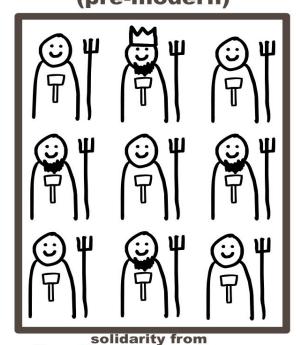Why is Trust in the 21ˢᵗ Century so Hard?

Three Phases of Trust

1. What you did
2. Who you are
3. What people say about you

Trust and Authority

Traditional
Authority

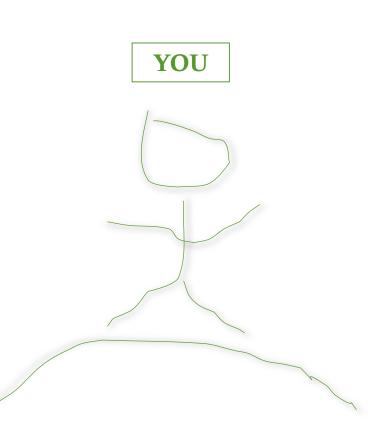**Relational
Authority**

Rational-Legal
Authority

mechanical
solidarity
(pre-modern)

YOU

organic
solidarity
(modern)

solidarity from
collective consciousness

solidarity from
inter-dependence

Key Questions

?

Do you have a strategy for engagement that puts relationships at the center?

Do you assume your employees trust you or do work to earn it?

Takeaway

In the 20th century, the most valuable commodity an organization could have was expertise.

In the 21st century, the most valuable commodity, the thing in short supply, is trust.

Disruption is Social

Big Idea

We are in the middle of a trust revolution.

Proof

Decline of trust across all social institutions

Key Questions

Do you have a strategy for engagement that puts relationships at the center?

Takeaway

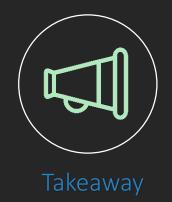In the 21st century, the most valuable commodity is trust.

There are Types of Activities...
Not Types of People

Big Idea

Proof

Key Questions

Takeaway

Millennials

What words come
to mind when you
hear the word
"Millennial?"

Quiz Time!

Young people have exalted notions, because they have not been humbled by life or learned its necessary limitations; moreover, their hopeful disposition makes them think themselves equal to great things...They overdo everything -- they love too much, hate too much, and the same with everything else.

Aristotle
4th century BCE

Quiz Time!

The world is passing through troublesome times. The young people of today think of nothing but themselves.
Peter the Hermit in A.D. 1274

Quiz Time!

The free access which many young people have to media has poisoned the mind and corrupted the morals of many a promising youth. Parents take care to feed their children with a wholesome diet and yet are unconcerned about the provision for the mind.

Reverend Enos Hitchcock

1790

Quiz Time!

"[Young people have forced us to] become accustomed to preeners and posers who don't have anything to offer except themselves and their need to be on the public stage."

Jeffrey Kluger
Writing about Millennials in *The Narcissist Next Door*
2015

"Basically, it's not that people born after 1980 are narcissists, it's that young people are narcissists, and they get over themselves as they get older. It's like doing a study of toddlers and declaring those born since 2010 are *Generation Sociopath: Kids These Days Will Pull Your Hair, Pee On Walls and Throw Full Bowls of Cereal Without Even Thinking of the Consequences.*"
-Elspeth Reeve, *The Wire*

$20,000

1/3 Attend Church

50% are politically independent

665

60%

40%
by 2020

My Great-Grandfather*

Note: Not an actual picture of my great-grandfather who would hate it if his face was on a big screen in front of strangers.

Generations are simply containers for bias.

BIG IDEA

There are Types of Activities...
Not Types of People

Proof

Was I a Good Student?

Are You a Good Boss?

Proof

"We very quickly learned that when you try to convince the consumer by starting the dialogue with technology, you certainly attract some early adopters who are technically oriented, but you may be missing the vast majority of consumers who are much more interested in learning about the benefit."
-Dwight Brown, Sr. VP of Marketing at iRobot

Key Questions

What conditions cause people to love and support your company?

What conditions cause people to disengage?

How do you know?

Takeaway

Thinking about how people respond to the pressures they face in life instead of trying to categorize groups of people yields insights that are predictable and actionable.

There are Types of Activities...
Not Types of People

Big Idea

Thinking about types of people is not helpful. Thinking about the conditions that result in particular behaviors is much more useful.

Proof

Was I a good student?

Key Questions

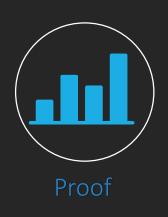What conditions lead people to love your organization?
How do you know?

Takeaway

Thinking about how people respond to the pressures they face in life instead of trying to stereotype groups of people yields insights that are predictable and actionable.
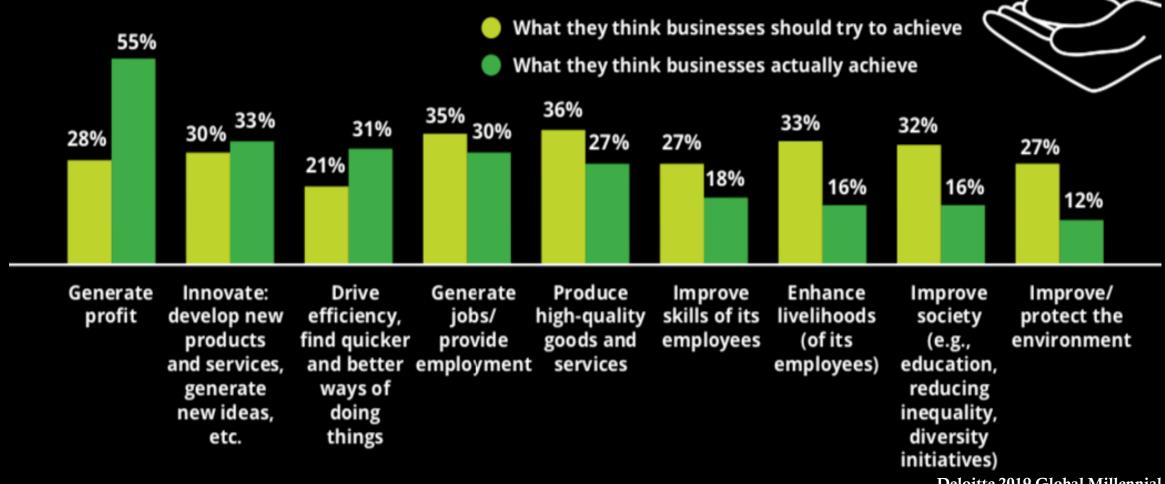
Belonging Precedes Believing

Big Idea **Proof** **Key Questions** **Takeaway**

www.packardgroup.net

Old Systems Don't Work in a New Era

Old System

New Era

Profit over planet Business is still out of step with millennials' priorities

Percent of millennials who believe that business should try to achieve, and actually does achieve, the following:

What they think businesses should try to achieve

What they think businesses actually achieve

Category	What they think businesses should try to achieve	What they think businesses actually achieve
Generate profit	28%	55%
Innovate: develop new products and services, generate new ideas, etc.	30%	33%
Drive efficiency, find quicker and better ways of doing things	21%	31%
Generate jobs/ provide employment	35%	30%
Produce high-quality goods and services	36%	27%
Improve skills of its employees	27%	18%
Enhance livelihoods (of its employees)	33%	16%
Improve society (e.g., education, reducing inequality, diversity initiatives)	32%	16%
Improve/ protect the environment	27%	12%

Strategy: Increase commitment among employees by building a culture of trust.

Tactics: Employee Engagement Using Together Tools

How to Engage in an Era of Declining Trust

Activity
Participation
Conversation
Community

ACTIVITY

WHERE DO YOUR PEOPLE HAVE
MEANINGFUL ROLES TO PLAY IN SHAPING
THE ORGANIZATION?

PARTICIPATION
HOW ARE YOUR PEOPLE CO-CREATORS, NOT JUST CONSUMERS?

CONVERSATION

Do you learn from your People?
Do they learn from you?

Community

How Are Your People Connected to Your organization AND Each Other?

Key Questions

?

What systems are in place to build relationships and trust with your employees?

Who is responsible for that system?

Takeaway

If you want people to behave
as a group, then you first have
to create the group.

Belonging Precedes Believing

Big Idea

People must have a sense of belonging to a group before they will believe or act as a group

Proof

Activity, Participation, Conversation, Community

Key Questions

What systems are in place to to build relationships and trust with your employees?
Who is responsible for that system?
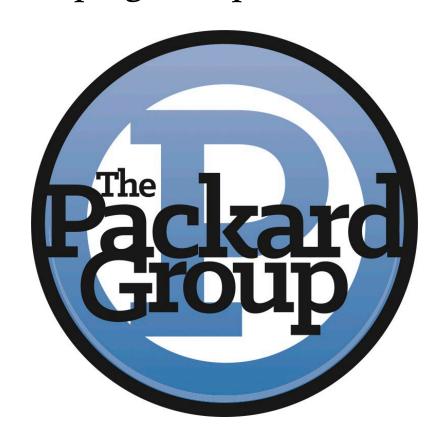
Takeaway

If you want people to behave as a group, then you first have to create the group.

Learn More

www.packardgroup.net

Josh@packardgroup.net

Helping Companies Create Community…Inside and Out

Stay in touch with The Packard Group

joshpackard.com|@drjoshpackard|josh@joshpackard.com

Name:_____ Organization:_____

Email:_____ Phone:_____

☐ I'm interested in learning more about hiring The Packard Group to consult with my organization.

☐ I'm interested in having Josh speak at my organization or at an event.

☐ I know of an organization that would benefit from consultation with The Packard Group
and can make a connection.

Organization_____

Key Contact_____

☐ Send me the presentation, and sign me up for your email list so I can learn more.

The Packard Group

Revealing Business Opportunities You've
Been Trained to Ignore

Becoming an Employer of Choice

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